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*Social research Oakland*

OAKLAND INTERAGENCY PROJECT

FIRST ANNUAL REPORT

TO

THE FORD FOUNDATION

MARCH 1, 1963

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## INTRODUCTION

Twelve agencies in the Oakland community presently participate in the Oakland Interagency Project. It should be stated at the outset that the level and degree of involvement differs among the agencies. These twelve agencies are all part of the structure of the project, and, to some degree, major in some instances, minor in others, are involved in this operation.

## INTRODUCTION

Eight of these agencies received allocations out of the grant made to this community by the Ford Foundation. These eight agencies are:

### The City Manager's Office - City of Oakland:

- a) For project coordination, and
- b) For research, evaluation, and program development.

### The Associated Agencies Division of the City Manager's Office:

- a) For a demonstration project in coordination of legal services to families of children at elementary school level.

### The Oakland Public Schools:

- a) For reception services for newcomer pupils,
- b) for special instruction in reading and language development,
- c) for extended day school opportunities, and
- d) for in-service education of staff to increase the motivation and ability of staff to work effectively with children and youth who are working below their potential.

### The Oakland Recreation Department:

- a) For a demonstration program of activities which help newcomer children and youth to learn social skills which serve as entrance to broader social groupings,
- b) for program coordination and facilities for wider social contacts.

MR. WAYNE E. THOMPSON, CITY MANAGER

MR. EVELIO GRILLO, PROJECT COORDINATOR

### The Alameda County Health Department:

- a) For identification of newcomers to the area,
- b) for determining the family health needs of the new residents,
- c) for intensive family-centered services to improve the health status and to hasten self-sustaining integration into family life for members of such families.

### The Council of Social Planning:

- a) For intensification of its program of neighborhood social organization, through which residents in a particular district are helped to come together to identify problems of common concern, to discover the resources which each resident represents for the other and to find ways to resolve the common problems they have identified.

### The Bay Area Urban League:

- a) for recruitment of potential leaders from among the newcomer population and for guiding them into voluntary service with the community's agencies.

### The Alameda County Probation Department:

- a) to make possible its full participation in the Associated Agencies Elementary School Project, and to provide liaison to the Interagency Project as a whole.





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- a) to make possible its full participation in the Associated Agencies Elementary School Project, and to provide liaison to the Interagency Project as a whole.





The California Youth Authority:

- a) to make possible its full participation in the Associated Agencies Elementary School Project, and to provide liaison to the Inter-agency Project as a whole.

The four agencies which participate but which do not receive funds from the Foundation are:

The Oakland Police Department:

This agency is an integral part of the policy and administrative structure of the project; operationally, it functions largely as part of the Associated Agencies Elementary School Project.

The Alameda County Welfare Department:

This agency is an integral part of the policy and administrative structure of the project as a whole; operationally, it functions largely through the Elementary School Project of the Associated Agencies.

The Building and Housing Department - City of Oakland:

This department joined the project after the grant was made. Presently, it is an integral part of the Associated Agencies Elementary School Project. Anticipating the possibility that it will develop a special program in the Housing field, it also participates in the entire coordinating structure of the Inter-agency Project as a whole.

The District Attorney's Office - County of Alameda:

This office has very recently joined the Associated Agencies Program and as such is now one of the resources involved in the Associated Agencies Elementary School Project.

This report is presented to the Foundation as a basis for its annual review of the Oakland Interagency Project, and documents of what has transpired since the grant was made. The purpose is to provide the Foundation with the information it may need in order to arrive at its decision with respect to that part of the project to which a commitment has been made, but which still lies ahead.

Format of Report

Each of the agencies which received funds from the Foundation has prepared, and submits herewith, a report covering its progress to date. Each agency's individual report, therefore, constitutes a section of this total report. In addition to the reports of the operating agencies, the first section is the report of the City Manager's Office with respect to administration and coordination of the project as a whole. The last section is the report of the City Manager's Office with respect to Research, Evaluation, and Program Development.



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SECTION I  
COORDINATION.

Oakland, California  
January 1963

MR. EVELIO GRILLO, PROJECT COORDINATOR





## SECTION I

### ADMINISTRATION AND COORDINATION OF THE PROJECT

#### A. Management of Funds:

The grant to the Oakland community was announced by the Ford Foundation on December 28, 1961. Funds were actually received in this community on January 21, 1962. The funds were immediately placed on deposit in the Oakland Interagency-Community Project Trust Fund, which was established by action of the City Council of Oakland. This fund is under the supervision and management of the Treasurer of the City of Oakland. Distribution to agencies from the trust fund is accomplished at the direction of the Auditor-Controller of the City of Oakland upon:

- a) request of the City Manager, after
- b) recommendation by the Executive Committee, and
- c) concurrence by the Citizens Advisory Committee.

Distribution of their funds to the participating agencies, after accomplishment of the steps set forth above was made on March 1, 1962. The funds which remain on deposit in the Interagency-Community Project Trust Fund represent the balance of the allocation to the City Manager for Coordination, Research, Evaluation, and Program Development. Before such distribution was made, each of the participating agencies submitted to the Citizens Advisory Committee a request for distribution to it of the funds allocated to it by the Foundation. Included in each request was a statement to the effect that the funds would be used to finance the particular project as described in the Proposal to the Foundation, and that they would be expended in accordance with the provisions set forth in the grant letter from the Foundation.

#### B. Organization of the Policy, Administrative, and Coordinating Structure of the Project:

Each of the agencies participating in the project is organized internally to execute its aspect of the project. The treatment of organizational issues with respect to the individual agency projects is left to the respective agency reports. This section reports on one part of project organization which is the City Manager's responsibility; development of the policy-making and coordinating structure for the Interagency Project as a whole. Another area of responsibility which falls under the City Manager, Research, Evaluation, and Program Development, is treated in the last section of the total report.

Upon announcement of the grant by the Ford Foundation to this community, the legal structure necessary for fund management and for project policy-making was established. As the proposal required, distribution of project funds must be made with the concurrence of the Citizens Advisory Committee. This committee, in turn, is appointed by the City Manager upon consultation with the Executive Committee. In order of development, therefore, the EXECUTIVE COMMITTEE for the project was organized on February 9, 1962, and the CITIZENS ADVISORY COMMITTEE was organized on February 28, 1962.

Moving down through the structures of the agencies participating in the project, a PROJECT OPERATIONS COMMITTEE was organized by action of the Executive Committee. It held its first meeting on April 16, 1962. This committee is constituted of the staff person responsible for his particular agency's aspect of the Interagency Project. In some cases, this staff person is the grant-financed project director for the particular agency. (Schools, Health, Council of Social Planning, Urban League.) In others, he is the administrative-level person





responsible for his agency's participation in the project, but not financed by the grant. (Recreation, Probation, Welfare, Youth Authority, Building and Housing, Police, Associated Agencies.) In all but one of these cases, the member of the Project Operations Committee reports directly to the Executive of the agency he represents.

As a group, the members of this committee recommend policy and procedures to the Executive Committee. As individuals, they are responsible for the execution of such policy and the carrying out of such procedures within the respective participating agencies they represent. In addition, they give guidance to the Coordinator in administration of the interagency aspects of the project.

Having thus provided for coordinated policy making and administration among the agencies participating in the project, the last level of personnel brought together for coordinating purposes was that of staff members in the respective agencies who carry the supervisory or consultative role for the agency in the project area. The FIELD LIAISON COMMITTEE, organized for this purpose, held its first meeting on October 19, 1962.

Each of the members of this group functions with respect to the entire geographical area in which the project is being operated and, therefore, this group is the instrument through which the project links together the actual work of personnel in the various agencies who provide the direct services in the target area.

At present, agreement exists among the agencies that the opportunity for direct communication among personnel at the direct service level should be provided through the medium of twice annual workshops for total project personnel, including all of those who may be directly involved, but not financed by grant funds. One such workshop was held in the summer of 1962, one is being planned for summer of 1963. A third is scheduled for early 1964. Among the considerations for not moving to provide a more frequent opportunity for exchange among personnel at the direct-service level were:

- 1) The geography of the various projects differs considerably, hence organization of geographical sub-units can be according to no consistent pattern.
- 2) At the supervisory and consultant level, (Field Liaison Committee) coverage for all of the agencies for the total target area is possible.

In its design, it was the clear intent of the Oakland Interagency Project not to establish a new institution through which to provide direct services to residents of this community. All of the direct services, of every kind, are provided by the agencies which, in this community, have carried the major responsibility for the particular category of service it performs as part of the project. In its design, also, there was a clear and firm commitment to coordinate the various programs at every level: Policy, Administrative, and Service.

The pursuit of these two objectives, that of using existing structures, and that of thoroughgoing coordination of programs may well be looked upon as the major organizational issues to which the project addresses itself. At this writing, the development of the various agency projects and of the Interagency Project as a whole appears to be validating those two positions with respect to organization. In only one respect has the present pattern of organization seemed to present





disadvantages as against a pattern in which direct services may have been offered by central staff. That is with respect to the pace of project development. The imperative necessity of obtaining policy and administrative clearance through a structure which involves a number of autonomous and independent institutions representing four levels of government and two non-governmental agencies has proved to be a formidable undertaking indeed. However, the tradition of cooperation in such a pattern, already established in the Associated Agencies program, did give the project a good base of relationships and of experience upon which to build. Nonetheless, much, organizationally, had to be learned and a large number of personnel new to the structure of coordination have had to be incorporated and oriented.

### C. Relationships With Cooperating Projects:

After the grant to the community of Oakland was made, two additional grants were made to institutions in this area with the intent that mutually profitable relationships between them and the Interagency Project would be established.

One of the grants was to the Institute for Local Self-Government. The Foundation-supported proposal of this agency stated:

"The program of community development currently under way in the City of Oakland has attracted the attention of political and business leaders throughout the area. There is much to be gained by an independent observation of this project and the preparation of a critical evaluation of its accomplishments and limitations. In addition, there is involved in the Oakland project an opportunity to explore application of the principles of Agriculture Extension to urban life."

Further, one of the functions of the Institute was outlined to be:

"To serve as an observer of the Oakland project on community development and as a consultant to the Director of the Project."

Mr. Warren Schmid assumed the position of Director of the Institute in October, 1962. Mr. Schmid has been invited to participate as an observer and a discussant in project activities at every level and has access to whatever project records his work may require. Reciprocally, Mr. Schmid's extensive experience and background as a public administrator have proved to be invaluable assets to the project. His consultative advice to the Project Operations Committee, to the Field Liaison Committee, and, primarily, to the Coordinator, has been an enriching resource to the project.

The second grant was made to the Extension Division of the University of California. This grant was for the specific and exclusive purpose of supporting "an experimental program in cooperation with the Oakland Interagency-Community Project." The Extension Division Proposal was developed with the full collaboration of the Oakland Interagency Project. Its provisions were reviewed by the Executive Committee and by the Citizens Advisory Committee of the project before the final application was submitted to the Foundation.



After a careful process of recruiting, personnel for the Extension Division Project were selected and assigned. Dr. Jane Zahn is the University Liaison Officer, serving part-time, and Mr. Aaron Shotten is the Assistant Liaison Officer serving full-time. Dr. Zahn began her services in mid-January, 1963, and Mr. Shotten assumed his duties on February 1, 1963. Even at this early date there appears to be evidence that the structural arrangement between the Extension Division and the Interagency Project is a very productive one and that the Interagency Project will draw great benefit from the fact that it has "eyes and ears" within the University of California Family which are on the lookout for the opportunities and the ways of bringing to bear upon the Interagency Project the rich resources available within the University. Conversely, Extension Division personnel are already "carrying the word" to University sub-units that the Interagency Project may represent a rich laboratory for research and experimentation. At this writing, Extension Division staff already are involved in assistance in planning for:

- a) summer workshop for total project staff, and
- b) in-service education of staffs of three agencies participating in the Interagency Project.

#### D. Project Extension:

The Oakland Interagency Project is committed to extension as provided in the proposal, with priority given to programs addressing themselves to the issues of:

- "1. employment for youth, and
- 2. housing and physical planning as these may be related to the services participating in the project."

Substantial work has been done in developing plans for extension of the project in these two directions.

Planning of the extension with respect to housing and physical planning was begun but interrupted when in July, 1962, the Oakland City Council established the position of Urban Renewal Coordinator. The decision was then made that planning the housing and physical planning components of the Interagency Project would properly fall within the responsibilities of that position.

Mr. Howard Swartz assumed the position of Urban Renewal Coordinator on January 7, 1963. The preliminary proposals prepared during the period when his position did not exist have been turned over to Mr. Swartz and at present the planning for the housing aspect is being carried out under his direction.

Movement with respect to the Youth Employment aspect has been substantial and has taken very hopeful directions. Our first goal, was to promote the development of a sound community structure with which the issue Youth in the Economy could be addressed and within which programs could be developed with some hope of continuity in the future. The position was early taken, therefore, that the paramount consideration was that of encouraging the development of a County level of jurisdiction in the Youth Employment Field. To that end the resources of the City Manager's Office and of the Interagency Project were dedicated. Such a goal was reached when on October 30, 1962, the Youth Opportunities Board of Alameda County was established, after legislation by the County Board of Supervisors, and on the basis of a joint-exercise of powers agreement among five independent political jurisdictions:







The County of Alameda  
The City of Oakland  
The Oakland Public Schools  
The Alameda County School Department  
The State of California (through its Department of Employment)

Contingency funds of the Interagency Project in the amount of \$12,000 were allocated to the Youth Opportunities Board to underwrite the planning and the development of the proposal which ultimately will seek support out of the developmental budget held in reserve by the Foundation.

Although specific proposals for extending the project are still some distance from the point of launching, a number of proposals for projects have been prepared. However, it has been considered that the fundamental need was that of establishing sound organizational foundations through which to develop the desired programs. At this writing, this pattern of development seems to have born fruit in that the necessary organizational structures exist and in that the two program areas to which the project is committed to extend now have the requisite staff leadership to guide the planning of proposals.

E. Relationships With Agencies Not Participating in the Project:

Among the issues which the project faced immediately upon announcement of the grant was the understandable reaction of agencies which felt that they had been "left out" of a significant development with respect to which they have a primary interest. Discussions on an individual basis were held with the executives of such agencies. Ultimately, ten agencies presented, through the Council of Social Planning, a memorandum to the Executive Committee requesting that study be given:

1. the possibility of developing a plan for working cooperatively in the project area (i.e. among agencies participating in the project, and those not participating), and
2. the suggestion that the voluntary agencies prepare a joint proposal for a project of more intensive services in the (project) area to be considered for financing from the Developmental Fund.

This matter has been thoroughly discussed by the Executive Committee, on which sits the President of the Council of Social Planning. Further, in developing recommendations to the Executive Committee, the Coordinator consulted with the Director of the Council of Social Planning, Miss Catherine Stearns, who represented the agencies which had requested consideration.

At its January 28, 1963 meeting, the Executive Committee took the action required to authorize the Coordinator to "cooperate with Miss Catherine Stearns, Area Director, Council of Social Planning-Oakland Area, in developing a method for communication with agencies not presently part of the Interagency Project, but interested in cooperation with the Project." The machinery is now in motion to develop an opportunity for executives of interested agencies to meet with the Coordinator and other project staff on a regular basis so that they may receive direct information with respect to the progress of the project, and so that ways of linking existing programs may be considered. In making this arrangement the agencies were requested, through the Council of Social Planning, to defer consideration of the second suggestion, regarding financing, until such time as the exploration regarding possibilities for cooperation with present resources and programs has been begun.





F. Interpretation of the Project:

The project maintains, for legal purposes, the name "Oakland Interagency-Community Project." It early became apparent that the name was cumbersome for public interpretation purposes. It was decided by Executive Committee action, therefore, that for purposes of public interpretation, the name would be shortened to "Oakland Interagency Project."

As was to be expected, there was very great local public reaction to the grant upon its announcement. All the mass media in the total Bay Area gave prominent attention to the grant and to the project. Besides the benefits reaped in terms of public understanding, there was a substantial and distinctively negative reaction to the prominent use of the concept "slum" in the original release. In this regard, it must be stated emphatically that the direct involvement and the public leadership of Mayor John C. Houlihan was the primary factor in allaying the anxiety and in forestalling the opposition of significant segments of the community which were antagonized by the "slant" of the first announcement.

Visitors from throughout the nation have literally streamed into the community to observe and to be informed about the project. They have been joined by as large a stream of students and scholars from surrounding educational institutions. This very great volume of work in interpretation was not anticipated, and it is believed that coordination and administration of the project have suffered because of such an oversight in the planning of the Project.

G. General Considerations:

It was clear, in planning a program as extensive and as complicated as the Interagency Project, that a very substantial number of problems would arise which could not be anticipated, and which would have to be faced as they arose. It was anticipated, nonetheless, that the specific programs would yield great benefit as our community addressed some of the specific problems which arise in the wake of the large migration out from and into urban core areas.

The problems have been many. As usual, they have at times seemed overwhelming. But at this writing, as the programs all have emerged from the planning and dreaming stage to the stage of observable and reportable activity, it does appear that we are, so to speak, "on the road."

As these problems have been faced and met the Interagency Project has seemed to have been fortunate in being organized so as to provide:

1. a primary leadership role for the community top elected officials,
2. a significant role, (including control over fund distribution, and over project extension) for widely respected citizen leaders, and
3. for policy determination for the interagency aspects by the executives or presidents of participating agencies.

Finally, as the Interagency Project has been planned, discussed, examined, and reported upon, there has seemed to be a perceptible increase in public understanding of what Oakland's social problems really are. Further, there seems to be developing along with such understanding, a greater will on the part of an increasingly larger circle of this community's leadership to consider and to undertake some of the measures necessary to deal effectively and successfully with our problems.





In this connection, the project and the community have been served effectively by the CITIZENS ADVISORY COMMITTEE, which is constituted of the following Oakland citizens, all of whom have long and outstanding histories of service to the community in positions of leadership:

Mr. Joseph Smith, (Chairman)

Mr. Smith is an attorney, and a former Mayor of the City of Oakland. He is past campaign chairman of the American Red Cross, Jr. Chamber of Commerce Young Man of the Year, and former member of the Board of Directors, Alameda County Bar Association.

Mr. Clifford Burnhill, (Vice-Chairman)

Mr. Burnhill is an attorney. He is one of the citizens most heavily relied upon for guidance by our County government. He is President of the County Civil Service Commission, has been a president of the Stanford Alumni Association, and of the County Bar Association.

Mr. Edgar L. Buttner

Mr. Buttner is President of the Scott-Buttner Electric Company. He is past president of the Oakland Chamber of Commerce, and of the Oakland Lion's Club.

Mr. Phillip Ennis

Mr. Ennis is Secretary-Manager of the Retail Merchants Association of Oakland, and has been a long time member of the Oakland Citizens Committee on Urban Renewal, and of the Committee on District Community Councils of the Council of Social Planning.

Mrs. Frederic Hirschler

Mrs. Hirschler is a former member and a former president of the Oakland Board of Education. She is presently a member of the National Board of Girl Scouts of America, and Board of Directors of Alameda County United Fund, and of the Board of Governors of the Mills College Alumni Association.

Mr. Lawrence S. Simon

Mr. Simon is an attorney. He is a member of the Governing Board of the Alameda County Community Foundation, past president of the Better Business Bureau, past president of the Jewish Welfare Federation, past chairman of the Citizens Committee for Better Schools, and past chairman of the Alameda County Committee for the Prevention of Juvenile Delinquency.

Mr. Peter Howard

Mr. Howard is Vice-President of Howard Terminals, Inc. He is a former president and former campaign chairman of the County's United Fund.

Hon. Lionel Wilson

Judge Wilson sits on the Oakland Municipal Court, and his long history of community service includes membership on the Board of the YMCA, membership in the Board of Trustees of the Alameda County Law Library, and long-term membership on the Board of the NAACP.





OAKLAND INTERAGENCY PROJECT  
CITY MANAGER'S OFFICE-COORDINATION

FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC 31, 1962	EXPENDITURES TO FEB 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Project Coordinator	\$ 14,500.00	\$ 12,080.00	\$ 14,496.00
Administrative Analyst	8,400.00	4,785.00	6,210.00
Steno-Clerk (1 $\frac{1}{2}$ )	6,750.00	5,240.37	6,416.37
Retirement (12.3%)	<u>3,481.00</u>	<u>2,718.96</u>	<u>3,336.05</u>
Personnel Total	\$ 33,131.00	\$ 24,824.33	\$ 30,458.42
<u>Operation and Maintenance</u>	\$ <u>4,235.00</u>	\$ <u>3,660.41</u>	\$ <u>4,259.65</u>
Total Foundation Contribution	\$ 37,366.00	\$ 28,484.74	\$ 34,718.07
<u>AGENCY CONTRIBUTION:</u>			
<u>Operation and Maintenance</u>	\$ 1,500.00	\$ 1,286.93	\$ 1,559.63
<u>Capital Outlay</u>	<u>2,000.00</u>	<u>2,463.00</u>	<u>2,573.00</u>
Total Agency Contribution	\$ 3,500.00	\$ 3,749.93	\$ 4,132.63
TOTAL-PROJECT COORDINATION	\$ 40,866.00	\$ 32,234.67	\$ 38,850.70
Contingency	\$ 4,000.00	\$ -0-	\$ 4,000.00 *

\* Part of payment to Youth Opportunities Board.



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period From Oct. 1, '62 to Dec. 31, 1962

## A. FINANCIAL

1. Agency Office of the City Manager - Project Coordination2. Address City Hall, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>33,131.00</u>	\$ <u>4,235.00</u>	\$ <u>          </u>	\$ <u>37,366.00</u>
2nd year	<u>33,131.00</u>	<u>4,235.00</u>	<u>          </u>	<u>37,366.00</u>
3rd year	<u>32,315.00</u>	<u>500.00</u>	<u>          </u>	<u>32,815.00</u>
TOTAL FUNDS	\$ <u>98,577.00</u>	<u>8,970.00</u>	<u>          </u>	<u>107,547.00</u>

4. Funds Received to Date	<u>31,167.00</u>	<u>6,199.00</u>	<u>          </u>	<u>37,366.00</u>
5. Expenditures	<u>14,911.28</u>	<u>2,117.80</u>	<u>          </u>	<u>17,029.08</u>
6. Unexpended Balance	<u>16,255.72</u>	<u>4,081.20</u>	<u>          </u>	<u>20,336.92</u>
7. Encumbrances*	<u>15,076.00</u>	<u>1,440.00</u>	<u>          </u>	<u>16,516.00</u>
8. Unencumbered Balance	<u>1,179.72</u>	<u>2,641.20</u>	<u>          </u>	<u>3,820.92</u>

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## B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>37</u>	<u>37</u>
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>35</u>	<u>35</u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>72</u>	<u>72*</u>

10. Percent of Planned Program Completed 30%

\* To June 30, 1963 \* Includes: Project Committee Meetings  
Community Groups  
Visitors to Project





Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from July 1, 1962 to Sept. 30, 1962

FINANCIAL

1. Agency Office of the City Manager - Project Coordination

2. Address City Hall, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>33,131.00</u>	\$ <u>4,235.00</u>	\$ <u>          </u>	\$ <u>37,366.00</u>
2nd year	<u>33,131.00</u>	<u>4,235.00</u>	<u>          </u>	<u>37,366.00</u>
3rd year	<u>32,315.00</u>	<u>500.00</u>	<u>          </u>	<u>32,815.00</u>
	<u>98,577.00</u>	<u>8,970.00</u>	<u>          </u>	<u>107,547.00</u>
TOTAL FUNDS	\$ <u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

4. Funds Received to Date 31,167.00 6,199.00            37,366.00

5. Expenditures 7,518.00 883.32            8,401.32

6. Unexpended Balance 23,649.00 5,315.68            28,964.68

7. Encumbrances\* 12,404.05 1,677.09            14,081.14

8. Unencumbered Balance 11,244.95 3,638.59            14,883.54

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STATISTICAL

9. Number of Clients served: Children Adults Families Groups Total

Current Quarter N/A                                            

Previous Quarter                                                       

Project Total to Date                                                       

10. Percent of Planned Program Completed

25%

\* To Mar. 1, 1963





Office of the City Manager  
Oakland Interagency-Community Project  
QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

A. FINANCIAL

1. Agency Office of the City Manager - Project Coordination

2. Address City Hall, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>33,131.00</u>	\$ <u>4,235.00</u>	\$ _____	\$ <u>37,366.00</u>
2nd year	<u>33,131.00</u>	<u>4,235.00</u>	_____	<u>37,366.00</u>
3rd year	<u>33,315.00</u>	<u>500.00</u>	_____	<u>32,815.00</u>
 TOTAL FUNDS	 \$ <u>98,577.00</u>	 \$ <u>8,970.00</u>	 \$ _____	 \$ <u>107,547.00</u>
 4. Funds Received to Date	 <u>9,214.00</u>	 <u>2,985.00</u>	 <u>440.00</u>	 <u>12,639.00</u>
5. Funds Encumbered	<u>0</u>	<u>125.67</u>	<u>0</u>	<u>125.67</u>
6. Unencumbered Balance	<u>1,718.25</u>	<u>532.10</u>	<u>.08</u>	<u>2,250.43</u>
7. Expenditures	<u>7,425.75</u>	<u>2,327.23</u>	<u>439.92</u>	<u>10,262.90</u>
8. Unexpended Balance	<u>1,718.25</u>	<u>657.77</u>	<u>.08</u>	<u>2,376.10</u>

\*\*\*\*\*

B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	_____	_____	_____	<u>*35</u>	<u>35</u>
Previous Quarter	_____	_____	_____	_____	_____
Project Total to Date	_____	_____	_____	<u>35</u>	<u>35</u>
10. Percent of Planned Program Completed					<u>15%</u>

\* Includes 4 Project Committees which meet regularly  
26 Community groups which have been addressed  
5 groups of visitors from outside the City



SECTION II  
OAKLAND PUBLIC SCHOOLS

Oakland, California  
January 1963

DR. STUART S. PHILLIPS, SUPERINTENDENT  
DR. GORDON MC ANDREW, PROJECT DIRECTOR





## PHASE I

### ORGANIZATION AND PLANNING

March 1 - June 25

On March 1, Dr. Gordon McAndrew commenced work as the Oakland Public Schools project director. Shortly thereafter an Interagency Project Advisory Committee was appointed to serve as an advisory council to the project director and as a liaison with the school system (Attachment #1).

General planning was begun immediately in conformity with the official proposal submitted to the Ford Foundation (Attachment #2).

It was decided to begin the operation of the project with the opening of the 1962-63 school year at four geographically contiguous sites within the Castlemont High School attendance area: Stonehurst Child Care Center, Stonehurst Elementary School, Sobrante Park Elementary School, Madison Junior High School. The total enrollment at these sites is approximately 2500.

Work was begun to arrange for the physical facilities which the school district agreed to provide. This has resulted in the provision of fully equipped central administrative offices, one portable classroom at each of the two elementary schools, and two portable classrooms at the project junior high school.

A major undertaking during this initial period was the recruiting of professional staff as follows: four remedial teachers, two elementary school counselors, two elementary school librarians, an agency coordinator, a psychologist, and a primary teacher for the child care program (Attachment #3).

There has been since the announcement of the Interagency Project great interest among school and community groups. Explanation and interpretation of the school phase of the total project has and continues to be an important element in the program.

In line with the in-service aspect of the proposal plans were made during the first phase for a four-week summer workshop on working with the culturally deprived.





## PHASE II

### SUMMER WORKSHOP

June 25 - July 20

For the past several years as part of its in-service program the Oakland schools have conducted a four-week summer workshop open on a voluntary basis to all members of the professional staff. The workshop revolves around a number of "basic groups" dealing with areas of concern to the participants.

For the summer of 1962 it was requested that the Interagency School Project be allowed to set up, in conjunction with the traditional teacher's workshop, a group dealing generally with the education of the culturally deprived and specifically with the program of the project. In addition to project personnel the workshop was attended by interested staff members throughout the system. In all, fifty-two persons attended the four-week session outlined in Attachment #4. Within this structure there was also held a three-day community workshop (Attachment #5) which brought together personnel from the staffs of all the agencies involved in the total project.



## PHASE III

### OPERATION

September 1 - December 15

#### A. Stonehurst Child Care Center

Approximately 80 children are enrolled at Stonehurst Child Care Center. Of this number approximately half are pre-school and kindergarten age. These children are divided into four groups according to age (5 two-year olds, 11 three-year olds, 8 four-year olds, 14 kindergarteners). Each group has a different teacher.

The project has employed an experienced primary teacher familiar with pre-school education to help the child care staff work out an appropriate language development program for pre-school children (Attachment #6).

At the present time this person is working directly with each of the four age groups in the area of language skills. Under the direction of the project teacher the child care teachers are being involved in this program. The objective is the development of a sequential language program of forty lessons appropriate to the pre-school age.

Added equipment and materials have been provided with project funds towards the end of providing a more stimulating environment for the children at the center. Parent meetings have been held and the individual parents interviewed to explain and interpret the program, and to bring about closer parental involvement. Plans are under way for a parent education program involving the district's Department of Adult Education.

#### B. Sobrante Elementary School and Stonehurst Elementary School

At each project elementary school a reading teacher, a counselor, and a librarian have been added to the staff. Up to this time, the district has not had full time counselors and librarians in the elementary schools.

At Sobrante Elementary School, the reading teacher works at present with fifteen third graders in the morning and eighteen fourth graders in the afternoon. At Stonehurst Elementary School, the teacher is working with third graders only; at present, eighteen in the morning and nineteen in the afternoon. Each student comes daily from his regular class for a two-hour period





### Phase III - Operation - continued

to receive this special instruction in reading and language development. Students were chosen on the basis of test data and the judgment of their teachers and other members of the staff. As a group the students are in the normal range of intelligence, but are performing in reading and language skills one year below grade level. No one method is being used in the instructional program. Given the concentrated approach, small groups, and access to materials and resources over and above those normally available, the hope is to bring the child to grade level and get him back on the "educational track" as quickly as possible. In the reading program as in all areas of the project, the purpose is not to carry out preconceived notions but rather to try out new and different ways of working with culturally deprived pupils.

In the process of selecting students for the reading program, the staff identified certain youngsters whose behavior was such that some approach other than a more or less formal reading program was called for. These were educationally retarded students whose retardation was mixed in heavily with problems of attitude towards themselves and the school.

As another aspect of the program the counselor in each of the two elementary schools has been working with a group of these "disturbed and disturbing" youngsters in a group guidance setting. At Sobrante Elementary School, the counselor has fifteen such third and fourth graders whom she sees on a regular basis in small groups one hour a week. At Stonehurst Elementary School a group of nine children are seen twice each week. The hope here is to work with these children to the point where they are better able to profit from more formal remedial work. The parents of these children have all been contacted and interviewed by the counselors hoping to get their involvement towards some solutions. At one of the schools ten parents of children in the group guidance class also meet once a week with the counselor.

Work with parents is perhaps the major function of the two counselors. Newly arrived students and their parents (since October 1, 1962 at Sobrante, 33 parents and 78 children; Stonehurst, 54 parents and 96 children) are seen by the counselor. The purpose of the reception service is to assess carefully the background and proper placement of the child with an eye to his better school adjustment and to interpret the school program to the parents with the hope of enlisting their cooperation and support.

The counselor has also served as the contact between home and school for the students in the project's language improvement classes. Parental consent for placement in these classes was obtained, and each parent has had an extensive interview with the counselor. The purpose here has been to obtain information which would be helpful to both the special reading teacher and the regular classroom teacher, and also to bring about parental understanding and involvement.





### Phase III - Operation - continued

Working together and in cooperation with the district's Department of Adult Education, the two counselors organized and began on November 20, a weekly adult education class open to parents at the two elementary schools. The class will emphasize practical application of fundamental skills.

Both counselors have been active in helping establish staff in-service programs at their respective schools.

One of the first tasks of the librarian in each of the project elementary schools was to assess the library collection with respect to both quality and quantity. Project funds have made possible additions to the collections in each school.

Each of the librarians is a well-experienced elementary teacher familiar with the instructional program and the rich resource which a good library can provide to that program.

Each of the libraries has been opened up during the lunch period for student use. At Sobrante, a noontime story hour four days a week (Monday, first and second grade; Tuesday, third grade; Wednesday, fourth grade; Thursday, fifth and sixth grades) has an average weekly attendance of 220 children. Similarly between 45 and 50 children a day make use of the Stonehurst library for a variety of activities.

Each of the libraries is also kept open four days a week for an hour after school. At this time also, all students may use the library for browsing, checking out books, and study. In each school the average number of students making after school use of the library is between 125 and 150 per week.

The practice of allowing children to check out and take home library books has been started at both schools. Circulation to date in each of the two schools has been approximately 5000. Stonehurst is experimenting with the use of paperback library books provided from project funds.

Each librarian has established a regular schedule whereby teachers may bring their classes to the library. A few hours a week are also set aside where teachers may send individuals and small groups to the library for research work.

Both librarians have established book clubs, each group having between 50 and 60 members. At Stonehurst a group in the club has begun recently a study of the feasibility of beginning a school newspaper. At Sobrante, the recreation department, out of their project funds, has provided a person to work with the librarian and the book club in an after school program of puppet making.



### PHASE III - OPERATION - continued

#### C. Madison Junior High School

At Madison Junior High School the equivalent of two remedial teachers have been added to the staff. This has made possible a program whereby a selected group of seventh and eighth graders have been assigned to special project classes in the required academic areas. There are three different groups of students, each group being taught by a team of two to four teachers. Fifty-two students are involved in the program (Attachment #7). These students are within the normal range of ability but are, on the average, one year behind in fundamental skills. The emphasis in all subjects is on reading and language improvement and, where indicated, on computational skills.

In addition one teacher is working one period a day and in individual counseling with a group of twelve ninth grade students. These are youth judged as having borderline ability. Their school achievement to date has been marginal, and the educational prognosis for them is poor. The program with these potential school dropouts is at present centered around the application of what skills they have with emphasis on preparation for and understanding of employment possibilities. Four of the boys in this group are presently employed in the project's youth study center in a general messenger and custodial capacity.

Madison has always had a librarian. Project funds have been used, however, to pay for keeping the library open one extra hour four days a week. In addition the library collection has been supplemented with about \$500 worth of books.

Parental consent was obtained prior to placing students in the project classes. The counseling staff at Madison has had carefully planned interviews with these parents in order to obtain knowledge of the home background, explain the program, and hopefully obtain parental support and involvement. Fifty-six parents have had such interviews averaging an hour and a half each. Project funds have been used to compensate the counselors for putting in the extra time necessary to conduct these interviews. In addition the reception of newcomers to the school is a function of the counseling staff.

Madison serves as the field headquarters for the school project. The psychologist and the agency coordinator have their offices at this site. The responsibilities of these two people encompass the entire project in all four schools. Working together, both of them have carried the major responsibility for the development of questionnaires, surveys and evaluation instruments for the project.

In addition, the psychologist has been responsible for the project's program of both group and individual psychological testing. He acts as consultant to the entire project staff and has coordinated the extensive parent interview program at Madison.





### PHASE III - Operation - continued

The agency coordinator, as the title suggests, is the school project's liaison man with the other agencies. He is presently serving as chairman of the Interagency Project's Staff Liaison Committee which has as its major responsibility the implementation of specific interagency programs. He is also a key person in the project's program of extending Associated Agencies to the elementary school level. He participates in unit meetings of this group, and is also a member of the Case Selection and Steering Committee. The agency coordinator also sits on the Youth Study Center Advisory Committee. In addition to his responsibilities with respect to other agencies, the coordinator works closely with the director and other members of the staff in carrying out the school district's project.

#### D. Youth Study Centers

A letter was sent home with the first report card of each student at Madison Junior High School describing the Youth Study Center (Attachment #8). Of approximately 800 students at Madison, 275 have registered for the center which began November 1 on a two night a week basis. The average attendance for the eight sessions in November was 205.

Similar in format to the Madison center, but on a smaller scale, is one for fifth and sixth grade students which began on November 13 at the Allen Temple Baptist Church, 8500 A Street. This center is open only on Tuesday evenings. The average attendance for three sessions was 48.

Each center is under the direction of a coordinator, and is staffed by volunteer teachers and a group of high school and college students. Present efforts are towards expanding the volunteer group with particular reference to the involvement of adults within the project area (Attachment #9). This has been one of the concerns of the Youth Study Center Advisory Committee representing the Baymont District Council of the Council of Social Planning, the schools and recreation (Attachment #10).



OAKLAND PUBLIC SCHOOLS

PROJECT ADVISORY COMMITTEE 1962

Miss Colombe Allen, Sobrante Park Elementary School  
Mrs. Maxine Christopher, Director, Child Care Centers  
Mr. Edward F. Cockrum, Principal, Castlemont High School  
Mrs. Thelma Corbin, Stonehurst Elementary School  
Mr. Leo Croce, Principal, Madison Junior High School  
Dr. Merle Elliott, Director, Research  
Mr. Colin Fern, Principal, Stonehurst Elementary School  
Mrs. Doris Holaday, Principal, Sobrante Park Elementary School  
Mr. Harold Jones, Madison Junior High School  
Dr. William Mahan, Director, Individual Guidance  
Miss Dorothy Martinson, Elementary Supervisor  
Dr. J. Cecil Parker, Consultant  
Dr. Robert Todd, Director, Secondary Education

Chairman

Dr. Gordon McAndrew, Director, Interagency Project

Ex-officio Members

Mr. Selmer Berg, Superintendent of Schools \*  
Dr. Clement Long, Assistant Superintendent  
Dr. Forrest Michell, Assistant Superintendent  
Dr. Stuart S. Phillips, Assistant Superintendent \*\*  
Dr. Elmer Stolte, Assistant Superintendent

\* Mr. Berg retired on June 30, 1962

\*\* Dr. Stuart S. Phillips became Superintendent  
of Schools on July 1, 1962





Meeting the Educational Challenge

As an integral part of this community program, the Oakland Public School system addresses itself to the task of developing and testing some new methods for overcoming the educational deficiencies characteristic of many newcomer and culturally handicapped pupils. The central role of the schools in a community program such as here proposed needs no emphasis. Yet the schools are themselves limited in what they can accomplish with those who are socially maladjusted in relation to the demands of the educational process. To attack the causes of educational maladjustment calls for united action by the schools and other community institutions. Hence, a major strength of the project proposal by the Oakland Public Schools lies in the fact that it is conceived and will be operated within the framework of a broader program.

The schools' project embraces four interrelated types of activity including:

1. reception services for new pupils,
2. special instruction in reading and language development,
3. extended school day opportunities,
4. in-service training for staff.

Each of these activities is described below.

a. Reception Services

At designated elementary and junior high schools, services will be created to receive, study, counsel, and place new pupils. At present, newly arrived students are enrolled and assigned to classes with necessarily minimal attention to their particular abilities and needs. Unavoidably, students are often misplaced, especially when they arrive, as so many do, without transcripts or records of previous work. Little can be done to fit the student to the school or the school to the student on an individual basis.

The reception staff will aim to individualize the placement of the new pupil. It will assess his achievement level and capacities, counsel him, and arrange for remedial work or guidance as may be indicated. Parents will be interviewed and an attempt made to enlist their cooperation with the school.



b. Special Instruction in Reading and Language Development

At all schools and child care centers participating in the project, teachers will be provided for remedial work, with emphasis on reading and language development with newly enrolled pupils. To the extent that facilities permit, assistance will be given in respect to other education deficiencies (arithmetic, study habits, etc.) and services extended to pupils other than newcomers.

Many newcomers and culturally deprived children, regardless of age or grade level, are unable to read adequately, yet ability to read is a fundamental skill essential for success in school and out. The prevalence of reading disability and its serious implications justify a massive attack on this educational deficiency.

In addition to teachers, librarian services will be provided to assist in developing reading programs and aiding teachers to find appropriate reading materials.

In the child care centers, a high proportion of the children cared for are subject to the conditions of transiency, poverty, cultural deprivation, and broken families. Many of these children begin school with handicaps to their learning which they may never overcome. Work in the child care centers, therefore, offers an opportunity to prevent future disabilities. In each center an experienced primary teacher, expert in reading and language arts, will assist in developing appropriate language experiences for the pre-school child. This teacher will work with the child care staff and also directly with the children. Emphasis will be on cultural enrichment through activities such as reading, discussion, storytelling, using the tape recorder, and excursions to develop experimental background for use of language. Activities in the child care centers will serve as a starting point for work with parents. Lay assistants will be employed to act as matrons, parent substitutes, and to assist in bridging the gap between the home and the center or school.

c. Extended School Day Opportunities

At each school, provision will be made for extension of educational opportunities beyond the normal school day. Experienced teachers will be engaged to work with pupils after school, offering assistance with homework assignments, making reference materials available, and doing remedial teaching. A quiet place for study, which the student may not have at home, will be provided. Library hours will be extended to provide a place for both study and recreational reading.





d. In-service Training of Staff

The central purpose of the entire program in the schools is to seek ways and means of educating more effectively the culturally handicapped students, of raising their performance level, and hence of improving the quality of the schools themselves. This implies training the teachers, counselors, and other staff to do a better job.

Staff training will be carried on through workshops, seminars, staff meetings, and use of consultants. Focal points of training will be teaching methods and understanding the culturally different pupil and his behavioral mechanisms.

In order that the project may achieve maximum impact on all school personnel, project staff will be integrated with regular staff to the fullest extent possible. The project at each school will be part of the school, utilizing all regular facilities and making its special services available to the school. Provision will be made for substitute teachers to relieve regular teachers for work in the reception and remedial services.

Administration of Project

The Schools' project will be headed by a project director responsible directly to the Superintendent of Schools and through him to the Board of Education for all aspects of the project. It is planned to name as director a person with demonstrated ability as a teacher and administrator, with special qualities in understanding and working with pupils and parents of differing backgrounds.

It is planned to create a coordinating committee of administrators, supervisors, and teachers to serve as an advisory council to the project director and as a liaison with the school system including the Board of Education.

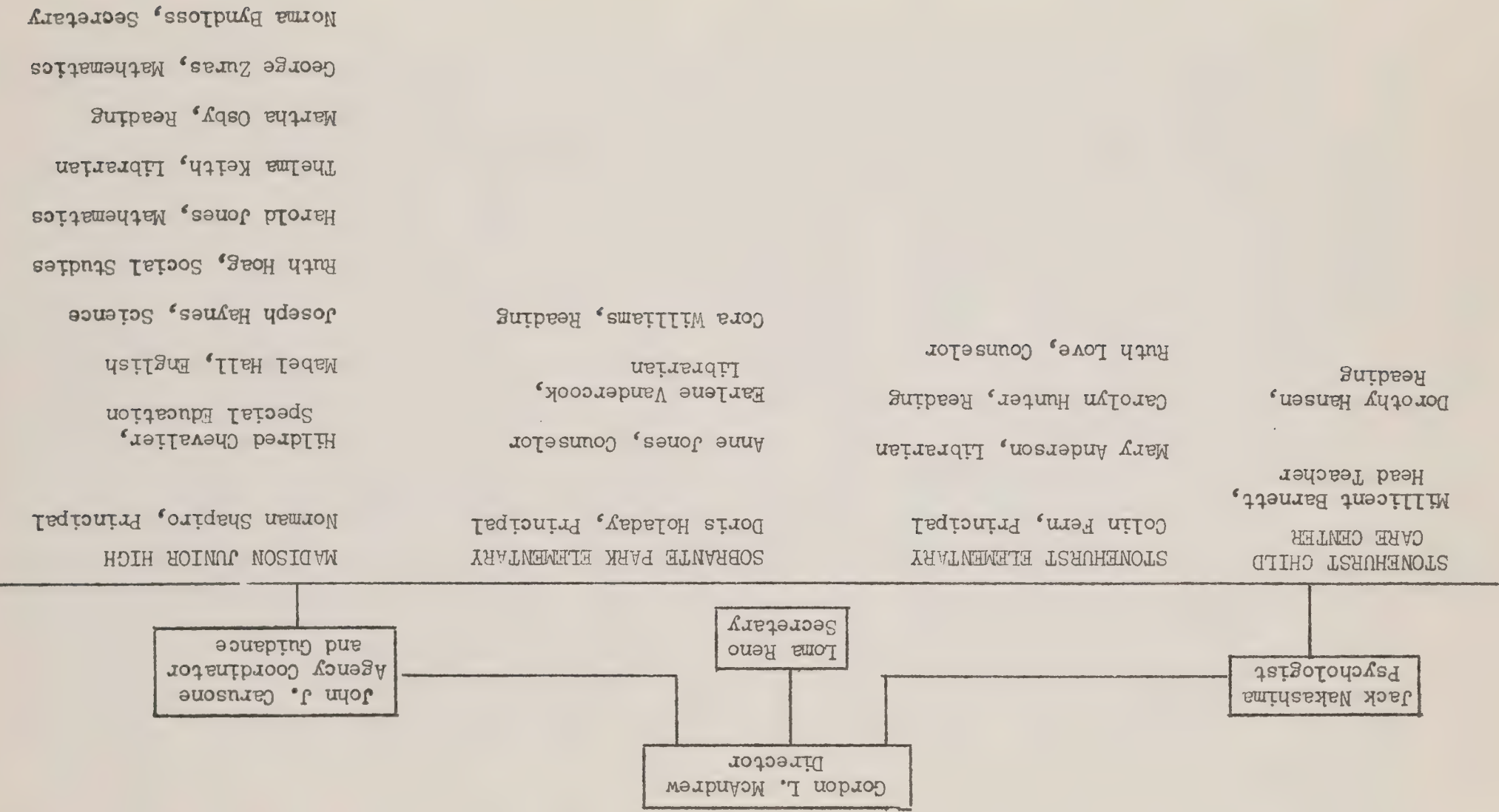
Participation in Associated Agencies

Properly coordinating the program in the schools with the work of other community agencies is of critical importance and is to be accomplished primarily through the Associated Agencies. The schools now carry a large responsibility for the work of the Associated Agencies, and this responsibility will be greatly augmented by the extension of the Associated Agencies plan of coordination to the level of elementary school areas. Supplementation of present staff for liaison services is essential. It is proposed to appoint a liaison officer to represent the Oakland Public Schools and to facilitate the participation of school personnel in the coordination of the project.



OAKLAND PUBLIC SCHOOLS  
INTERAGENCY PROJECT

Attachment #3







# OAKLAND PUBLIC SCHOOLS SUMMER WORKSHOP - 1962

Ford Project Basic Group

Attachment #4

## Calendar

Workshop Leaders: Al Badal  
John Carusone  
Marvin Groelle  
Gordon McAndrew

Rooms: 221 (Little Theatre) -  
General Sessions  
300 - Al Badal  
311 - John Carusone  
312 - Marvin Groelle

### June 25 -- Monday

8:30--12:30

1. Orientation
2. Background of the Ford Project -  
Dr. McAndrew
3. Castlemont Census Area - Dr. Badal

### June 26 -- Tuesday

8:30--10:00

Evelio Grillo, Coordinator, Interagency  
Community Project

10:30--12:30

Dr. Arthur Roth, Project Director,  
Alameda County Health Department

### June 27 -- Wednesday

8:30--10:00

Al Taylor, Juvenile Control Coordinator

10:30--12:30

Willard Shumard, Executive Director of  
Program, Oakland Recreation Department

### June 28 -- Thursday

8:30--10:00

Assembly: Dr. Clarence Senior

10:30--12:30

Discussion Groups

### June 29 -- Friday

8:30--10:00

Oakland Reading Study - Mr. Groelle

10:30--12:30

Socio-economic Status and School  
Achievement - Dr. Badal

### July 2 -- Monday

8:30--10:00

Assembly: Richard Suchman

10:30--12:30

Evaluation and Interpretation - Dr. Badal

### July 3 -- Tuesday

8:30--10:00

Evaluation & Interpretation - Dr. Badal

10:30--12:30

Sections

### July 5 -- Thursday

8:30--10:00

Parent Conferences and Interviewing -

Miss Brantly & Mr. Carusone

10:30--12:30

Sections

### July 6 -- Friday

8:30--10:00

Student Reactions to School Experiences -  
Mr. Carusone

10:30--12:30

Sections

### July 9 -- Monday

Dr. Mary Alice Sarvis

### July 10 -- Tuesday

Resource Time

### July 11 -- Wednesday

Dr. Mary Alice Sarvis

### July 12 -- Thursday

Resource Time

### July 13 -- Friday

8:30--10:00

Sections

10:30--12:30

Interracial Panel

### July 16 -- Monday

8:30--10:00

Summary: Reading Process & Problems -  
Mr. Groelle

10:30--12:30

Sections

### July 17 -- Tuesday

Dr. Walter McHugh: Reading Clinic

### July 18 -- Wednesday

Dr. Walter McHugh: Reading Clinic

### July 19 -- Thursday

8:30--10:00

Implementation of Reading Program, -  
Dr. McAndrew

10:30--12:30

Sections

### July 20 -- Friday

8:30--10:00

Workshop Summary & Evaluation

10:30--12:30

Unscheduled



A N O P P O R T U N I T Y F O R Y O U

A workshop on community improvement will be held at Castlemont High School, 8601 MacArthur Boulevard, on June 28, 29, and 30. It will be under the sponsorship of the Oakland Interagency-Community Project financed by the Ford Foundation. The workshop is designed to bring together representatives of many different community agencies, civic leaders, and interested citizens. There is no fee or pre-registration. The workshop is open to all. This is a valuable opportunity to learn from and share with others ways and means of maintaining and strengthening our local community.

In addition to local resource people, the program will feature four nationally known authorities on various phases of community life.

1. Mayor Richard C. Lee, New Haven, Connecticut
2. Dr. Clarence Senior, Professor of Sociology at Brooklyn College and member of the Board of Education of New York City.
3. Dr. J. McVicker Hunt, Professor of Psychology, University of Illinois and former president of the American Psychological Association.
4. Perley F. Ayer, Executive Secretary, Council of Souther Mountains and consultant to the Ford Foundation.

Thursday Morning June 28

- 8:30 - 9:00 - Registration, lobby, main auditorium
- 9:00 - 10:00 - Speaker: Dr. Clarence Senior  
Topic: People on the Move - Migration and the City
- 10:00 - 11:00 - Small group discussions based on Dr. Senior's address.  
Reactions and formulation of questions.
- 11:15 - 12:15 - General discussion with Dr. Senior based on 10:00 session
- 12:15 - 12:30 - Summary: Perley Ayer

\*\* Lunch will be available in the school cafeteria \*\*

Friday Evening June 29

- 7:45 P.M. - Main Auditorium
- Speaker: Honorable Richard C. Lee,  
Mayor, New Haven, Connecticut
- Topic: A City Builds for the Future

Saturday Morning June 30

- 8:30 - 9:00 - Registration, lobby, main auditorium
- 9:00 - 10:00 - Speaker: Dr. J. McVicker Hunt  
Topic: Increasing the chances for School and  
Community Success
- 10:00 - 11:00 - Small group discussions based on Dr. Hunt's address.  
Reactions and formulation of questions.
- 11:15 - 12:00 - General discussion with Dr. Hunt based on 10:00 session
- 12:15 - 12:30 - Summary: Perley Ayer





PROGRAM PLANS AND SCHEDULE  
STONEHURST CHILD CARE CENTER

A. Enrichment

The general topics for the enrichment activities are:

1. November - pets
2. December - Christmas
3. January - home and families
4. February - store
5. March - boats and harbors
6. April - transportation, airplanes, trains, etc.
7. May - farm

Each topic will involve activities as follows:

1. trips
2. discussions and reports, dramatic play, scrapbooks, charts, poems, stories
3. pictures
4. play
5. language: conversations, vocabulary building, reporting
6. games and devices
7. preliminary reading experiences



B. Oral and Visual Learning

1. Oral Activities

- a. letter naming
- b. pronunciation
- c. visual - oral association
- d. object naming
- e. rhymes - oral differences and likenesses

2. Visual Activities

- a. letter discrimination
- b. form discrimination
- c. object recognition
- d. sequence
- e. picture discrimination

C. Schedule

During every week the child care center will be involved in the following activities daily:

- 1. Enrichment activity - teaching unit
- 2. Program of experimentation
- 3. Controlled oral instruction
- 4. Controlled visual instruction
- 5. Tape recorded record of language development





OAKLAND PUBLIC SCHOOLS  
INTERAGENCY PROJECT

PROJECT CLASS GROUPS  
Madison Junior High School

Group A

Sixteen students, seventh grade, normal ability,  
one year retarded reading and arithmetic -

English - Mrs. Osby  
Geography - Mrs. Osby  
Arithmetic - Mr. Jones

Group B

Eighteen students, eighth grade, normal ability,  
one year retarded reading and arithmetic -

English - Mrs. Osby  
U.S. History - Mrs. Osby  
Arithmetic - Mr. Zuras  
Science - Mr. Haynes

Group C

Eighteen students, seventh grade, normal ability,  
one year retarded in reading -

English - Mrs. Hall  
Geography - Mrs. Hoag



OAKLAND PUBLIC SCHOOLS  
INTERAGENCY PROJECT

Dear Parent,

Beginning Thursday November 1, a study center for junior and senior high school students in our community will open at the Community Reformed Church, 457 Capistrano Drive. The program is being sponsored by the school part of the Ford Foundation project.

The center will be open Tuesday and Thursday nights from 7:00 to 8:30 p.m. It will be a place where all students from seventh grade up may come to study and to receive help with their school work. The center will be under the direction of Mr. Harris Flowers, an experienced teacher on the faculty at Madison Junior High School. The staff will be made up of volunteer teachers and other interested adults.

This is a voluntary program. No student will be forced to attend. We are sure, however, that the center can help any student who is willing to apply himself.

If you wish your boy or girl enrolled in this valuable program, please fill out the attached registration form. Your child should return it immediately to the principal's office at Madison Junior High School. We hope to accept all those interested. If we have to limit enrollment, however, it will be on a "first come, first serve" basis.

Students accepted in the program will be notified by mail. Each student will receive an official registration card, identifying him or her as a member of the Youth Study Center.

If you have questions or wish further information, you may contact the coordinator, Mr. Flowers, at Madison Junior High School (LO 8-5889) or at his home (LO 2-1625).

NORMAN SHAPIRO  
PRINCIPAL  
MADISON JUNIOR HIGH SCHOOL

GORDON L. McANDREW  
DIRECTOR, INTERAGENCY PROJECT  
OAKLAND PUBLIC SCHOOLS

10/16/62





YOUTH STUDY CENTER  
REGISTRATION FORM

I give my permission for \_\_\_\_\_  
to attend the Youth Study Center at the Community Reformed  
Church, 457 Capistrano Drive. I understand the program will  
operate on Tuesday and Thursday from 7:00 to 8:30 p.m., that  
it will be closely supervised, and that attendance will be  
kept.

\_\_\_\_\_  
Parent's Signature

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

My child would like help in (more than one may be checked):

- ( ) ENGLISH
- ( ) MATHEMATICS
- ( ) SCIENCE
- ( ) FOREIGN LANGUAGE (list which one)

\_\_\_\_\_  
( ) SOCIAL STUDIES

10/16/62



OAKLAND PUBLIC SCHOOLS  
INTERAGENCY PROJECT

The Oakland Public Schools Interagency Project in cooperation with the local community is sponsoring a youth study program for fifth and sixth grade children and for junior high school students. The purpose of the program is to offer students a place to study and to receive help with their school work.

The study center for junior high school students is held on Tuesday and Thursday evenings, 7:00 to 8:30 p.m. at Madison Junior High School, 400 Capistrano Drive, Oakland. This center was first held at the Community Reformed Church, but because the number of students taxed the capacity of the Church, the center has moved at least temporarily to Madison Junior High School.

The study center for fifth and sixth grade children is held on Tuesday evenings, 7:00 to 8:30 p.m. at Allen Temple Baptist Church, 8500 A Street, Oakland.

Both centers are staffed by a nucleus of volunteer teachers, college and high school students, and adult laymen in the community. Approximately 200 junior high school students and 40 fifth and sixth grade children are currently using the study centers with additional requests coming in each day.

The interest on the part of students in utilizing the study centers has exceeded our expectations. We are, therefore, in need of additional volunteers to help staff the study centers. No preparation of assignments or lesson plans is required by the volunteer. The volunteer is able to render valuable assistance by providing on-the-spot individual attention to students requesting help. It is hoped to recruit volunteers who can devote one evening a week, either Tuesday or Thursday. Those wanting additional information or wishing to volunteer for the challenging program are asked to call the office of the Project Director, Gordon L. McAndrew, TE 6-2622, extension 730.

12/3/62

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OAKLAND PUBLIC SCHOOLS  
INTERAGENCY PROJECT

YOUTH STUDY CENTER ADVISORY COMMITTEE

Rev. C. C. Bailey, Allen Temple Baptist Church

Mr. Walter Bremond, Director, Brookfield Recreation Center

Dr. March Fong

Mr. Frank Kushin, Consultant, Council of Social Planning

Mrs. Jesse H. Lewis

Mrs. John L. Pettus

Rev. Wilbur T. Washington, Community Reformed Church

Chairman

Mr. John J. Carusone, Agency Coordinator, Oakland Public Schools

Study Center Coordinators

Madison Junior High School -- Mr. Harris Flowers

Allen Temple Baptist Church -- Mrs. Catherine Cowling





## OAKLAND INTERAGENCY PROJECT

OAKLAND PUBLIC SCHOOLS

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Project Director	\$ 15,000.00	\$ 8,674.67	
Agency Coordinator	6,000.00	3,748.00	
Teachers (Time Equivalent)	22,300.00	4,061.00	
Teacher-Counselor (2)	16,000.00	6,061.00	
Remedial Teachers (3)	24,000.00	7,975.00	
Counselor-Psychologist ( $\frac{1}{2}$ Time)	6,000.00	2,257.00	
Guidance Consultant (Time Equivalent)	10,000.00	5,330.00	
Speech Teacher ( $\frac{1}{4}$ Time)	2,000.00	536.35	
Librarian	7,000.00)		
Library Clerk	4,500.00) -----	4,595.00	
Lay Assistants	2,700.00		
Clerk ( $\frac{1}{2}$ Time)	2,000.00		
Secretarial Help & Supplies	<u>10,000.00</u>	<u>2,781.04</u>	
Personnel Total	\$ 127,500.00	\$ 46,019.94	\$ 72,240.35
<u>Operation and Maintenance</u>			
Books, Supplies, & Equipment	\$ 11,500.00	\$ 3,641.76	
Student Travel	700.00	81.50	
Contingencies	<u>5,300.00</u>	<u>1,064.33</u>	
Operation & Maintenance Total	\$ <u>17,500.00</u>	\$ <u>4,787.59</u>	\$ <u>10,942.19</u>
Total Foundation Contribution	\$ 145,000.00	\$ 50,807.53	\$ 83,182.54
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel *</u>	\$ 37,312.00	\$ 33,443.00	\$ 33,443.00
<u>Operation and Maintenance</u>	8,000.00	6,663.00	6,663.00
<u>Capital Outlay (Provisions of Physical Facilities) **</u>	<u>-0-</u>	<u>30,117.64</u>	<u>30,117.64</u>
Total Agency Contribution	\$ 45,312.00	\$ 70,223.64	\$ 70,223.64
TOTAL-OAKLAND PUBLIC SCHOOLS	\$ 196,312.00	\$ 121,031.17	\$ 153,406.18

\*Services Rendered.

\*\*Not included in original budget.



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from October 1, 1962 to December 31, 1962

## A. FINANCIAL

1. Agency Oakland Unified School District2. Address 1025 Second Avenue, Oakland 6, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>127,500</u>	\$ <u>17,500</u>	\$ <u>          </u>	\$ <u>145,000</u>
2nd year	<u>127,500</u>	<u>17,500</u>	<u>          </u>	<u>145,000</u>
3rd year	<u>109,370</u>	<u>14,915</u>	<u>          </u>	<u>124,285</u>
TOTAL FUNDS	\$ <u>364,370</u>	<u>49,915</u>	<u>          </u>	<u>414,285</u>

4. Funds Received to Date	<u>127,500.00</u>	<u>17,500.00</u>	<u>          </u>	<u>145,000.00</u>
5. Expenditures	<u>50,581.30</u>	<u>8,037.11</u>	<u>          </u>	<u>58,618.41</u>
6. Unexpended Balance	<u>76,918.70</u>	<u>9,462.89</u>	<u>          </u>	<u>86,381.59</u>
7. Encumbrances*	<u>37,873.00</u>	<u>3,088.90</u>	<u>          </u>	<u>40,961.90</u>
8. Unencumbered Balance	<u>39,045.70</u>	<u>6,373.79</u>	<u>          </u>	<u>45,419.69</u>

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## B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>2160 **</u>	<u>22</u>	<u>          </u>	<u>          </u>	<u>2182</u>
Previous Quarter	<u>1847</u>	<u>0</u>	<u>          </u>	<u>          </u>	<u>1847</u>
Project Total to Date	<u>4007</u>	<u>22</u>	<u>          </u>	<u>          </u>	<u>4029</u>

10. Percent of Planned Program Completed

12%

\* To Mar. 1, 1963

\*\* The elementary school librarians have served all the students in the two elementary schools, 1632. Child care pre-schoolers, 25. After school library at Madison, 200. Study centers, 303. Of the total, 157 elementary and junior high students are in remedial classes.





## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from June 30, 1962 to September 30,  
1962

## A. FINANCIAL

1. Agency Oakland Unified School District2. Address 1025 Second Avenue, Oakland 6, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>127,500</u>	\$ <u>17,500</u>	\$ <u>          </u>	\$ <u>145,000</u>
2nd year	<u>127,500</u>	<u>17,500</u>	<u>          </u>	<u>145,000</u>
3rd year	<u>109,370</u>	<u>14,915</u>	<u>          </u>	<u>124,285</u>
TOTAL FUNDS	\$ <u>364,370</u>	<u>49,915</u>	<u>          </u>	<u>414,285</u>

4. Funds Received to Date 127,500.00 17,500.00            145,000.005. Expenditures 20,878.40 4,083.44            24,961.846. Unexpended Balance 106,621.60 13,416.56            120,038.167. Encumberances\* 63,537.53 4,287.29            67,824.828. Unencumbered Balance 43,084.07 9,129.27            52,213.34

## B. STATISTICAL

9. Number of Clients served: Children Adults Families Groups Total

Current Quarter 1847 \*\*                                  1847Previous Quarter Program begun with opening of school, Sept., 1962Project Total to Date 1847                                  1847

10. Percent of Planned Program Completed

53

\* To Mar. 1, 1963

\*\* The elementary school librarians have served all the students in the two elementary schools, 1605 students. Child care pre-schoolers, 42. After school library at Madison Junior High School, 200. Of the total, 159 elementary and jr. high students are in remedial classes.



## QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

## A. FINANCIAL

1. Agency Oakland Unified School District
2. Address 1025 Second Avenue, Oakland 6, California
3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ 127,500	\$ 17,500	\$	\$ 145,000
2nd year	127,500	17,500		145,000
3rd year	109,370	14,915		124,285
TOTAL FUNDS	\$ 364,370	\$ 49,915	\$	\$ 414,285

- |                           |                   |                  |                    |
|---------------------------|-------------------|------------------|--------------------|
| 4. Funds Received to Date | <u>127,500.00</u> | <u>17,500.00</u> | <u>145,000.00</u>  |
| 5. Funds Encumbered       | <u>85,000.00</u>  |                  | * <u>85,000.00</u> |
| 6. Unencumbered Balance   | <u>35,077.61</u>  | <u>16,491.51</u> | <u>51,569.12</u>   |
| 7. Expenditures           | <u>7,422.39</u>   | <u>1,008.42</u>  | <u>8,430.88</u>    |
| 8. Unexpended Balance     | <u>120,077.61</u> | <u>16,491.51</u> | <u>136,569.12</u>  |

\*\*\*\*\*

## STATISTICAL

- | 9. Number of Clients served:             | Children   | Adults | Families | Groups | Total |
|--|--|--------|----------|--------|-------|
| Current Quarter                          | _____  | _____  | _____    | _____  | _____ |
| Previous Quarter                         | <u>No direct service to clients first quarter. Program to</u>    |        |          |        |       |
| Project Total to Date                    | <u>begin with opening of 1962-63 school year in Sept., 1962.</u> |        |          |        |       |
| 10. Percent of Planned Program Completed |  |        |          |        |       |

\* This amount is an approximation of the salaries to be paid project staff members for the period July 1, 1962 - March 1, 1963.



SECTION III  
OAKLAND RECREATION DEPARTMENT

Oakland, California  
January 1963

MR. JAY VER LEE, SUPERINTENDENT OF RECREATION  
and SECRETARY, RECREATION COMMISSION

MR. WILLARD H. SHUMARD, EXECUTIVE DIRECTOR OF  
PROGRAM and PROJECT DIRECTOR

MR. V. HAP SMITH, PROJECT COORDINATOR





## ANNUAL REPORT - FORD FOUNDATION PROJECT

### INTRODUCTION

This Annual Report is submitted to the Ford Foundation in recognition of its direct contribution to the development of the Oakland Recreation Department Project in the Castlemont Area. The report is prepared under five major headings; namely, General, Specific Program - Unit A, Specific Program - Unit B, Training Review, and Summary. An appendix is attached for additional information.

### GENERAL

With full cognizance that extensive review of the Recreation Department proposal would be superfluous, only a brief recounting seems feasible. In designing the Recreation Proposal, the Oakland Recreation Commission and staff was endeavoring to seek a more adequate solution to one of our community's basic problems, specifically the problem of social distance that exists between large segments of Oakland's population.

In contemplation of developing an approach to dealing with social isolation and the broad ramifications attendant thereto, the Oakland Recreation Department was immediately aware that any substantial attack could only be mounted in full cooperation with existing governmental agencies who had legal jurisdiction for various aspects of human welfare so clearly related to the isolation component.

In brief, the proposal was in conception, the belief that through planning cooperatively with the public and private agencies, the Oakland Recreation Department, as one of the basic service institutions by charter committed to serve all segments of the community, could make a significant impact on the social problems through promotion of recreational activities which

1. help people learn social skills in a systematic manner
2. help people acquire attitudes of cultural significance
3. help people participate in a wider range of social circles.



## ANNUAL REPORT - FORD - GENERAL

In addition, the Unit Plan of operation was included in the proposal, as an experiment, to demonstrate a more effective and direct method of supervision and administration in the project area whereby each Unit staff could develop a comprehensive program for its neighborhood. Further, the Unit plan as projected, was appraised as an ideal structural arrangement for facilitation and full implementation of the total proposal.

As the Department moved forward towards the development of a broad progressive opportunities program, it was immediately facing the vital issues of:

1. staffing the Units
2. regrouping facilities
3. redirecting staff
4. the major consideration of recruitment from outside the ranks in order to augment the existing professional staff.

The latter issue was resolved early in the development through compromise; i.e., the major number of project positions were filled by existing Oakland Recreation Department personnel via promotions or re-assignments. A significantly small number of positions were filled by workers with specialized skills recruited on a nation-wide basis. In review, the key positions in each Unit were:

Unit Director (Ford sponsored) administrative - supervisory head,  
responsible for development of total Unit Program

Program Director - mobile - responsible as assistant to Unit Director  
as delegated

Club Director - mobile - responsible to Unit Director for development  
of Club program for total Unit by assignment.

Administratively, the proposal prescribes the functions of a Project Coordinator to be assumed by the District Supervisor and the services of a Project Director; however the latter position was deleted due to the lack of funds available after careful review of the accounting features of the initial grant.





## ANNUAL REPORT -- FORD -- GENERAL

This limitation of funds created a dilemma of catastrophic design requiring prompt resolution -- subsequently, following lengthy administrative deliberations, it was determined that the Project Director's function would be assumed in total by Mr. Willard H. Shumard, presently Executive Director of Program, Oakland Recreation Department. At this point there was common appraisal, by all involved, of the foresight exhibited by the Department for originally incorporating the Oakland Recreation Department project into the "line operation" of the Program Division, which certainly facilitated the above decision and further indicated that such a plan was not only practical but perhaps even desirable. The recruitment of a Training Consultant (Ford sponsored) by promotion was achieved without undue delay, thereby completing the total project staff in early February, a remarkable feat under the then existing circumstances. There can be little doubt that the degree of success accruing to this Department in pursuit of the major goal; i.e., reduction of social isolation, must be directly related to the training, skill, and dedication of all project personnel -- however, more especially to those workers at the "grass roots" level.

The many complexities inherent in the project proposal were of such magnitude they led to the early formation of an internal Recreation Project Planning Committee composed in the main of members of the General Supervisory Staff of Program Division and chaired by the Project Director. The primary function of the group was planning (since reverted back to the individual Unit staff and their administrative line); presently the Committee fulfills two general functions: 1) advisory and 2) consultative services.

### Vital services rendered involved:

- a. review of job descriptions
- b. delineations of staff functions
- c. clarification of concepts
- d. general review of program operations
- e. budget review
- f. discussion and review of new program ideas.



## ANNUAL REPORT - FORD - GENERAL

Unit Directors (2) are in attendance at the Planning Committee Meetings; a staff member also attends from the Cultural Arts Section and the Sports and Aquatics Section. The Planning Committee has been instrumental in focusing the attention of the total recreation staff on the issues of:

1. use of volunteers
2. methods and techniques of working with people
3. re-assignment of staff and recruitment
4. turn-over among part-time workers in the project area
5. selection of methods for implementing the training function in the project area and city-wide.

It is conceivable that, indirectly more than any other assemblage, the Planning Committee has given the greatest impetus to the development of specific programs in Units A and B, condensed on the following pages. Conversely, little of the success indicated could have been achieved without the astute leadership, dedication, and insight exemplified by the entire administrative staff and the Oakland Recreation Commission, all of whom are committed in full to the tenets inherent in the Oakland Interagency Project.



## ANNUAL REPORT -- FORD FOUNDATION PROJECT

### TRAINING REVIEW

Primarily through the efforts of the Training Consultant, the following training programs have been initiated and instituted.

In February Mrs. Dorothy Pitts, Training Consultant (Ford sponsored), began investigating the training needs of the professional staff in the Oakland Recreation Department, particularly those workers assigned to the project area; arranged the orientation of the professional staff to the role of the Oakland Recreation Department in the Ford Foundation Project, facilitated by the presentation of Mr. Grillo, Coordinator of the Oakland Interagency Project.

The Training Consultant, with the assistance of the Recreation Seminar Steering Committee, planned a program on Audio-Visual Aids instruction, for professional staff, which was conducted March 28 and April 4, 1962. This training program was designed to help staff gain better skill in operating audio-visual equipment, such as movie projectors, slide projectors, film strips; public address systems, and tape recorders. They were also informed about free movie outlets, movie outlets with broad selections of appropriate film for recreational centers; instructed in the use of movies for training staff members and volunteers, or molding patron opinion. They were further instructed on how to make minor repairs and how to reduce breakdown of equipment and improve the quality of performance. Such instruction was offered in anticipation of the expanded use of audio-visual aids in the project area where communication with newcomers might be facilitated by use of this specialized equipment.

During the months of April and May, three seminars in Supervision were conducted for the supervisory staff by Miss Gertrude Wilson, Professor, University of California Social Welfare Department, Extension Division. This study included helping supervisory staff to clarify project goals; to examine methods and techniques used in helping staff in the Units to achieve set goals; to consider what additional knowledge is needed to use these methods; to examine





## ANNUAL REPORT - FORD - TRAINING (Contd.)

and analyze ways of working with supervisees in their use of social skills in working with groups and with other community agencies. The two Unit Directors were requested to attend the seminars in order to gain additional insights into their new function as an Area Supervisor.

All project staff and other members of Oakland Recreation Department professional staff participated in the Oakland Interagency Project Workshop held during the month of June at Castlemont High School. The Training Consultant attended Stanford University Intergroup Education Workshop, August 6--17, 1962 at Palo Alto, California. This was a significant workshop that provided opportunity for intensive study in ways of diagnosing human relations needs, working with groups, and developing programs for training leaders in intergroup relations. The Workshop was sponsored by Stanford University and the National Conference of Christians and Jews. The focus of the Workshop as stated above holds considerable value for Oakland Recreation Department professional staff; consequently the Training Consultant has outlined a lecture series and enlisted the services of some of the Workshop leaders for future presentations to the Oakland Recreation Department staff. Presently it should be clear that portions of the material will be transmitted to the staff by the Consultant in her regular training sessions scheduled with each Unit.

A review of the Oakland Interagency Community Project Institute was arranged during the month of September wherein the key addresses made by Dr. Senior, Dr. Hunt, and Mayor Lee were presented, and, subsequently, copies were distributed to the total professional staff.

A Teen Workshop (all day) for recreation leaders and supervisors of teen clubs and groups was offered in October, focussed on implementation of the group work method, with particular emphasis on the "culturally deprived" youth in our communities.

Six seminars on Community Organization were conducted for the total professional staff. Mr. Seaton Manning, Professor of Social Welfare, San Francisco



## ANNUAL REPORT - FORD - TRAINING (Contd.)

State College, was the instructor. General focus was on re-examination of Oakland Recreation Department project goals; a study of concepts involved in social changes; principles of community organization, and understanding the community.

Three seminars in Supervision (concluding a series of six) were held for the Oakland Recreation Department supervisory staff, to provide additional knowledge to aid staff in selecting appropriate methods for examination and analysis of relationships with supervisees and use of social skills in working with groups and other community agencies.

Preliminary meetings were held with Unit Directors of Units A and B in order to determine special training needs of staff in the project area. Areas of high priority appeared to be the following:

- a. Knowledge and understanding of behavior and attitudes of people of different socio-economic levels and backgrounds;
- b. Methods for objective measurement and evaluation of growth in patrons in social skills;
- c. Understanding of basic group work principles needed to broaden and improve workers' knowledge of social and cultural skills in order to achieve goals of the Ford Proposal;
- d. Program planning for intercultural groups with emphasis on the stabilization of groups;
- e. Broaden the scope of services to patrons.

A two-day, six-hour workshop in arts and crafts for professional staff and part-time recreation leaders who are responsible for developing craft programs within the area and throughout the city. The demonstrations were geared to crafts for teenage and adult level. Instructors were recruited from outside the area for these special sessions. It is recognized that recreation opportunities need to be expanded particularly for newcomer adults in the project





## ANNUAL REPORT - FORD - TRAINING (Contd.)

area; therefore new approaches through crafts and other skill areas are vital in our attempt to reach those who may be unfamiliar with the more traditional social opportunities available in our facilities.

Perhaps one of the most notable contributions, however indirectly related to training to date, has been the planning, organization, and establishment of a library in the Main Office for Oakland Recreation Department professional staff. The erection of shelves, section dividers, and purchase of appropriate furniture was rapid, and the laborious work of purchasing, ordering, cataloging new books was undertaken by the Training Consultant. With the assistance of adult volunteers (recruited by the Volunteer Bureau) and library technicians on loan from the Oakland Public Library, the Library was opened in early December, 1962. There are approximately 350 volumes on inventory which includes 144 volumes on loan from the Oakland Public Library. Without the technical assistance of these other agencies, including the Oakland Unified School System, the Department could not have achieved this long-standing goal. It would be truly difficult to assess the full value of this addition in terms of our Ford Project; however, with the proposed inclusion of periodicals and current pamphlets and newspaper materials, we may well conclude that the information available will be national and local in scope, thereby providing ample opportunity to become informed on trends, practices, new theories and developments in similar work of like kind as we progress towards advanced levels of competence in our experimental practice in the Project Area.

Training preparations and plans for early 1963 are recorded below:

A series of staff seminars in Recreation Education to be held weekly (four consecutive sessions) in January. Instructors will be the respective college faculty members as noted below:

Dr. Ted Kohler of San Francisco State College - "Philosophy of Recreation"

Dr. E. W. Niepoth of Alameda County State College -  
"The Mark of the Professional"

Dr. Mary Wiley of San Jose State College -

"Trends and Preparation in the Recreation Profession"



## ANNUAL REPORT - FORD - TRAINING (Contd.)

A panel presentation on the fourth session involving the three educators will conclude the series.

Other plans include a comprehensive series of training sessions designed, for Unit A and Unit B respectively, to meet the needs of each Unit staff in its attempt to pursue the goals and objectives of the Ford Project. It is significant at this point to note that whereas the Units have many factors in common, it is already apparent that in the early stages of operation, the immediate training needs are diverse. It is imminent that this gap be bridged to facilitate the training component as soon as it appears feasible.

As a result of the numerous training opportunities reviewed herein and following considerable discussion at various levels within the Oakland Recreation Department structure, it can be stated without any reasonable doubt that the validity of the Training Consultant position and functions has more than ample justification. The additional impetus to the in-service education program; the clarification of Ford Project goals and objectives; the review of principles and practice of group work, supervision, and community organization; and the establishment of the first Oakland Recreation Department library are worthy and commendable achievements; for it is clear that few of these could have been attained this past year without the aid of the Ford Foundation Grant to Oakland.



## ANNUAL REPORT - FORD FOUNDATION PROJECT

### SPECIFIC PROGRAM REVIEW, UNIT A

In the initial stages of the Oakland Recreation Department Project, program development in Unit A (Arroyo Viejo) was markedly deliberate in progression, perhaps due in part to several factors and conditions herein noted:

1. The Center operation was already heavily programmed with many activities for all ages; eg., Tiny Tots, Junior Teen, Teens, Adults, and Senior Citizens;
2. Staff assignments were not immediately resolved;
3. The normal time loss in establishing and adjusting to new procedures;
4. The re-organization of staff for the Unit plan;
5. The heterogeneity of clientele served.

Whereas the latter factor presents potentially our best opportunity in reducing social distance between individuals and groups, conversely the situation may be observed as the greatest challenge and hazard in our attempt to achieve the stated goals of our proposal.

To obviate these circumstances, it was paramount that the planning, formulation, adoption, and implementation of new activities proceed with extreme prudence. Consequently, new program developments can be properly equated only with full cognizance of the myriad of activities concurrently maintained at the inception of the project. With the previous statement clearly in mind, the following activities are reviewed as being indicative of the concepts proposed in the Ford Project.

Boys and Girls Tumbling, Arts and Crafts, Drama. Boys and girls from the first to the sixth grade now have the opportunity to advance systematically from elementary or beginning groups in arts and crafts, tumbling, and drama to intermediate and advanced groups. Heretofore these groups were not organized on a progressive basis; i.e., from the elementary stages to the next skill levels.





ANNUAL REPORT - FORD FOUNDATION PROJECT - PROGRAM UNIT A

Tumbling provides early opportunity not only for the motor-muscular development but for the positive attitudes children should develop concerning individual competitive achievement. As we are able to help the children advance, these aspects become increasingly significant.

Arts and Crafts have been offered over most of the past year as groups progress. There is the hope that children who have special interest here will be helped into the Studio II program where they may be better able to express their individual creativity and become more conversant with the various art forms. This is especially desirable as we view the new interest all America is expressing in cultural programs, perhaps partially sustained by the National Cultural Center to be erected in Washington, D.C. Prior to the last six or eight months, a vacuum existed and there was no real hope of our youngsters advancing to Studio II facilities (adjoining Arroyo Viejo). However, in our desire to provide additional settings for utilization of acquired skills it is appropriate that the Studio program be extended to include the highly skilled child in addition to the adults already being served.

Intermediate and Advanced groups in Drama have served to provide the necessary wider creative outlet to aggressive participants and equally to give the reticent child a real opportunity for self-expression. These activities enable the child to gain more understanding of self and instill the confidence he needs in order to operate in a social setting. Through dramatic activity, the staff has developed a sensitivity to all children's need to play-act; therefore all workers are alert in creating simple dramatic opportunities for both the non-aggressive and the aggressive child.

High mobility of patrons in the above activities dictates the present situation wherein most of the participants are beginners, but advanced groups are increasing slowly.



## ANNUAL REPORT - FORD FOUNDATION PROJECT - PROGRAM UNIT A

Summer Cultural Arts Workshop This workshop provided opportunities for 140 children (6—12 years) one day a week, to work with Oakland Recreation Department specialists in the areas of dance, music, social games, pottery or painting or crafts, and drama. Children were exposed to a wide variety of activities so that they would be better prepared to exercise some judgment in selecting the art programs they would like to pursue. This was an intensive program, primarily a learning experience. It was apparent that the children enjoyed it immensely, probably because participation was truly fun and the work was not too difficult.

Record Hop Record Hop is not a new activity this year, but it has become an organized dance time including instructions in folk and square dance. Previously it was just a free dance period in which elementary boys and girls enjoyed the popular dances they already knew. Attention for this season has been given to the courtesies and social graces children need to learn before adolescence. There is still some opportunity for free dance. In keeping abreast of the popularity of this activity, a second group has been started since September; however it was with the hope that the first group will be "ready" for progression to another appropriate activity.

Softball League for Men A group of men, during the past summer, did not wish to join an industrial softball league because they felt that such a program would be too competitive. They did want an opportunity to play softball in an organized league but in a relaxed way. We were able to offer them this opportunity by assigning a staff person one night a week to set game schedules and umpire. The men brought their wives and children so it became a family night.

In general, it is well to add here the note that, of the many activities offered for adults in the project area, Adult Softball (Men) under the Oakland Recreation Department Sports and Aquatics Section has more team participants than the previous year.





ANNUAL REPORT - FORD FOUNDATION PROJECT

SPECIFIC PROGRAM REVIEW - UNIT A

The Program development in Unit A has remained constant over the past 4 months, with little opportunity for planning any new activities of an experimental nature. Personnel changes and external control factors dictated our position of "holding the line" while we attempted to combat these problems and regroup our staff. Promotions and resignations have necessitated a change in Unit Director, Program Director, and Club Director - the three key and vital positions in the Unit Operation Plan.

Various aggressive and disturbing acts of violence and delinquency, mainly involving youth and some few young adults, have compounded our problems to the extent that temporary curtailment in all evening teen activity was deemed feasible, which is our present position. The above matters have been discussed by top-level administration, involving contacts with all other associated agencies who can assist in the matters.

During the interim, we propose to use the additional evening hours of staff primarily for training purposes around future program planning and immediate control problems.

Keeping in mind the full implications of the foregoing, it is notable to report that considerable teen program was maintained through mid-December with positive results for club participants and leaders; i.e., regular meetings, social activities, and trips were conducted. However, due to the many problems presented by youth outside the center, our retrenchment was inevitable.

A very fine afternoon activity program was established and maintained for elementary children (not without some difficulties) featuring crafts groups, social games, social dance.



## ANNUAL REPORT - FORD FOUNDATION PROJECT - PROGRAM UNIT A

New activities established during the past quarter are as follows:

### Boys' Cooking, Girls' Cooking, Girls' Sewing

These programs are all new and are among the most popular; each has a long waiting list. Due to these demands, cooking classes are extremely large. Boys' class (3--4 grades) is the largest and is well organized without regimentation. Self discipline is an important ingredient of this class, and the boys have great pride in presenting their finished product -- a tiny sampling of food they have produced; e.g., decorated salads, pies, breads, pastries. The number and quality of discipline incidents appears minimal during this particular afternoon because some of our most constant "problem children" are occupied in class. There are also good hygiene lessons here in the scrubbing of hands before class and the cleaning of the kitchen afterwards.

Girls' (4--5 grades) cooking class, though primarily offered for beginners in the kitchen, also includes the first steps of home-making. The girls weekly plan menus, special foods, and happily exchange recipes and learn table etiquette. Proper care of silverware and linens is also stressed.

Since the purchase of sewing machines four months ago, 5th and 6th grade girls are making rapid progress learning how to use the machines and learning the elementary steps required in garment making. The recreation director plus volunteer help is able to give the individual attention such a class requires. "Charm" group elements are obvious and are subtly discussed by the instructors. Recently the girls modeled aprons made in the class. This was presented at a special Tea Party Program including many parents and relatives of the class members.

### Adult Ladies Trimnastics, Bowling Classes for Ladies

A second trimnastics group for adult women has been added. This group is scheduled during the morning period while their children are in school. Many of these mothers were personal acquaintances prior to their joining the class.





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They have much in common aside from their desire to exercise for muscle toning. There is positive group interaction. Conviviality is the keynote and as a result they readily become a social group around the planning of special parties and meetings.

The Bowling Class (Adult Women) began in the fall of 1962 with class members who had little or not previous bowling experience. They have progressed to the point that one member has joined a league with another group (not under our auspices) and bowled a top score in her new league, winning a turkey at Christmas time. Women engaged in this activity live in this immediate community but did not know each other before the class. It now appears that friendships have evolved between them which adds to the physical enjoyment of the sessions.

### Volunteers

A teenage Leadership Club has been organized with its main objective "training for service." Teens meet for training once a week in addition to the assignments of working directly with Recreation Directors. Teens' assignments include all elementary age group activities; i.e., assisting the regular staff member with this age group in a variety of activities.

Single adults, and parents, are serving as chaperones at teen dances and as volunteers with Tiny Tots Program. Their services are truly substantial and lend determination to our staff in its reach-out and recruitment of these parents who are vital to our success in our work with youth.

### Special Events

Unit-wide planning and executing special events have all been family programs involving the entire family. Fairs, carnivals, open houses, teas, holiday events were held most recently. Hundreds of children, teens, and adults generally attend these "open" activities, especially those conducted in the out-of-doors; i.e., Outdoor Theatre, Softball Field, and the Arroyo Playground.





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SPECIFIC PROGRAM REVIEW, UNIT B

Unit B - The Brookfield Village Recreation Center and surrounding school facilities has presented our most ideal conditions for development of a recreation program that might well achieve the stated goals of the Oakland Recreation Department and Interagency Project. See Appendix for Project Unit B. The homogeneity of the community, the stability and unity of staff, the apparent interest of community leaders, the participation of many adults and parents plus capable leadership rendered by present and prior staff over the past few years are noteworthy factors in assessing the readiness of the Unit to accept the aims of the Oakland Recreation Department proposal and incorporate them in late February 1962 in the project plans for the Unit B operation. After the customary, though brief, period of staff orientation; structural clarification and minor modification in some departmental procedures the Unit was geared for operation under the direction of the Unit Director, Mr. Walter Bremond, who was promoted from his prior position of Head Director at Brookfield Recreation Center. It was under his constant direction and guidance that the following specific programs have been accomplished in Unit B.

In February, a Negro History Program, "The Progress of the Negro in America." This was a community-sponsored program involving the churches, P.T.A. and schools of this community. The program was offered in recognition of Negroes, past or present, who have made outstanding contributions to their race, community and nation. The program traced the economic and educational progress of the Negro in America. This was presented by two outstanding people from the community, namely Mrs. Rose Wallace, Vice Principal of Elmhurst Junior High School, and Mr. Jefferson Beavers, President of Trans-Bay Federal Savings and Loan. The program was designed to demonstrate the relationship of religion and music as major stimuli in the cultural development of this particular ethnic group. Interpretative and modern dance numbers performed by the Brookfield Community teams projected the emotions and aspirations of the upward and onward striving of these youth and adults. The program was highlighted by a song, "A Ballad For America," which in essence connotes that every individual and group is important to this great country of ours and has contributed to the rich heritage we all acknowledge. This program was of great significance to the community,



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SPECIFIC PROGRAM REVIEW, UNIT B

particularly to the youth. Prior to the program, the Brookfield staff circulated information sets with the names of several Negroes who have made imminent contributions to their communities. The youth were not familiar with the names, such as Dubois, M. L. King, M. Anderson, Ralph Bunche and A. C. Powell. Among our contacts we noted that younger children, six to nine years, reacted negatively to being referred to as Negroes prior to the program. However, through talking about the Negro and his contributions to his country, the workers were speculative that subsequent to increasing the group's awareness some positive, although minor, changes in attitude could be perceived. Approximately 125 persons were in attendance.

A Teen Lecture Series (three sessions) was arranged during March and April, covering the following subject areas:

1. Human Relations
2. Moral and Spiritual Values
3. The Youth and His Community

Resource persons from other appropriate agencies were enlisted for this program. The programs were designed to expose youth to the basic beliefs and values in these subject areas, further to provide an atmosphere where youth could communicate and interact in a positive manner within a group setting; to provide an opportunity where they could communicate their own ideas, opinions and feelings about the areas; all of the foregoing was clearly with the intention of providing them new information which should aid them in developing a broader perspective within the new community. In general, the youth generated considerable enthusiasm and interests, and the staff believes that the program achieved in full the objectives for which the series was proposed. Total attendance was 225 youth.

A Youth Employment Workshop (one-half day) was conducted in April with 45 youth in attendance. These were primarily senior high and young adult youth in the sixteen and over age group. It purported to provide basic information on the general area of employment and help young people in the rudiments of applying for jobs. The Workshop offered sessions covering job applications, interviews, and aptitude tests along with general instruction on where to





## ANNUAL REPORT - FORD - PROGRAM UNIT B

seek jobs and the kinds of skills marketable presently and in the future. Other agencies and other organizations involved were California State Employment Service, Oakland Civil Service, Eastmont-Baymont Businessmen's Association, and the Alameda County Youth Employment Bureau. This was a very worthy program; however, attendance was fifty per cent less than anticipated due to apparent conflict with privately sponsored youth activities scheduled belatedly for the same day. It is also plausible that the Saturday morning period may not be an ideal time for this age group. Hence, considerable thought must be given to this aspect for future program planning.

A Unit May Festival was presented in May with approximately 125 participants and 357 spectators, including many parents and single adults. This activity provided a rich creative experience for elementary boys and girls where they learned the many customs and traditions in dance and song that welcomed Spring in all her glory. The Festival was an extremely successful program which introduced children and adults to the many fine things associated with the ritual of Spring. We believe it was the first Unit program which had the proper environment for positive community interaction and sharing of new experiences for patrons from different neighborhoods in the Unit B community.

A Community Recreation Survey was a major project for Unit B during the period from April through June. It should be stated that the survey was a limited, random sampling of approximately 10 per cent of the Unit B community; however, some of the findings are proportionately significant. The purpose was broad in scope as defined below:

- a. To determine the recreational needs and interests of the adults in the Brookfield community.
- b. To record the existing community program activities in which adults participated.
- c. To secure data indicating days and time blocks adults are free to participate in the recreational program.
- d. To investigate the stability of the Brookfield community.
- e. To analyze how people relate to Brookfield Recreation Center, and its effects on residents.
- f. To provide the center with names of adults who were interested in serving as volunteers in the Recreation program.



## ANNUAL REPORT - FORD - PROGRAM UNIT B

Pursuant to the gathering of the above data, the staff would attempt to evaluate the survey in terms of the above factors for:

1. The best plan for Center organization.
2. The most effective means for programming for adults, with particular hope of establishing a senior citizens' group if need were apparent.

Sixteen lay citizens participated in conducting the survey in cooperation with four professional staff members and six part-time recreation leaders. The survey findings, though limited quantitatively, gave rise to the following indications:

- a. A higher degree of stability may exist in the area than was originally projected.
- b. The average number of residents per household is approximately 5.2.
- c. It appears that the majority of adult residents are not "joiners" of groups.
- d. The flow and effect of Center program publicity, e.g., flyers, pamphlets, was indeterminate.
- e. The average grade completed by adults surveyed was 9.7 years of formal education.
- f. There was insufficient time to properly revise the questionnaire subsequent to completing the pilot area study; therefore, certain data remained unsolicited. However, the information received was vital to staff as base data for the formulation of program plans.

Based primarily on the survey data and some previous suppositions about the area, the following specific programs were developed:

- a. A Tiny Tot Program.
- b. More activities for adults in the Unit.
- c. An organized pre-teen program.
- d. An adult sewing class for the morning period.
- e. Proposal for a modern dance class for girls at Stonehurst Elementary School under the direction of a dance specialist.
- f. Proposal for a creative dance program for boys and girls, six to eight years, at the Recreation Center under the guidance of a dance specialist.

Future plans as a result of the survey were general in scope.





## ANNUAL REPORT - FORD - PROGRAM UNIT B

- A. A more comprehensive recreation program for the total community.
- B. Stre~~ss~~ uniformity in methodology around similar activities on all elementary grounds in the Unit.
- C. Extend the range of contacts with key individuals and groups for increasing community awareness of recreation programs.
- D. To seek ways and means of establishing a senior citizen program.
- E. To extend the thinking of the adult population about the worthy use of leisure time.

In late July, a Family Day Barbecue was held, with 75 families, a total of too persons, attending, with twelve volunteers assisting in the preparation of food. The affair was held in commemoration of June 19, which has historic significance, for many adults of the Unit B community. Most notably, June 19 is the day Negroes were freed from slavery in many southern states, and as a result of that freedom, many Negroes consider that date to be a memorable and festive occasion. It is a time of year when families join together to share in food and play in an attempt to release themselves momentarily from the pressures of daily work. The Unit B staff was not as much aware of the importance of this date until after the community survey was completed. However, it is truly indicative of the resourcefulness and flexibility of the Unit planning that enabled the staff to capitalize even at such a late date on this community interest. This program served to stimulate new awareness of the many roles the recreation center can play in meeting the needs of its neighborhood.

The Tiny Tots Program, ages four to six, was organized to provide an early experience in group life for pre-school boys and girls. The children learn many things which are important in any communal living, especially how to share with others. Trips to the public library and the fire department were most enjoyable. Generally the boys and girls have an opportunity to be free and creative in their play; however, through careful selection of songs, flag ceremonies and the Pledge of Allegiance, the staff is attempting to instill -- at this early age -- a feeling of loyalty and pride in the democratic freedom of our nation in which we all have an important part. This program served to provide our staff a working relationship with the mothers of these children which had tremendous carry-over value for our work with other adults in the community. The dual approach of serving mothers and children simultaneously





generously supports the principle of maximum service with minimum costs.

In Unit B, the club director's position (see Appendix) from the inception was a key factor in launching club work on the elementary level. At one period three schools had loosely organized groups in recruitment stage; however, throughout the year, only one group survived. The early progress proved that such programs are not only possible, but very desirable. We fully expect to develop stable clubs at this level during the ensuing quarter. Continuous training of part-time elementary leaders by the club director will be geared as indicated:

The Group Leader -- self-awareness -- basic attitudes -- friendship versus discipline -- leadership techniques

The Group -- What is it? -- understanding the individual and his behavior within the group -- recognizing the characteristics of the group members -- dealing with the problems of individual members within the group, such as the non-participant, the overactive.

The objectives of the elementary program may be stated as follows:

1. To provide opportunities for children to come together for social interaction in an organized body.
2. To provide an organized setting in which children can learn the fundamental rudiments of club work.
3. To encourage understanding the differences in others and to accept one's worth and dignity.
4. To provide a setting in which leadership traits can be recognized and more fully developed.
5. To provide a framework of democratic procedure in action.
6. To provide the setting in which all members can learn to evaluate personal contributions and feel necessary and vital to the life of the group.
7. To develop loyalty to the sponsoring agency.

A Teen Club Advisors' Training Program has been conducted in Unit B, very similar to the training for the elementary club program. The emphasis of teen program training is placed on the growth and development of leadership ability; broadening the recreational scopes; encouragement of participation in leisure time activities. All of the foregoing are to be accomplished



## ANNUAL REPORT - FORD - PROGRAM UNIT B

through training centered around mass teen activities, individual club programs, club service projects, and club meetings.

An Interclub Council is a part of the Center teen program. The Council affords club groups through their representatives an opportunity to participate in the formulation of Center policy as it relates to teens, and further provides an opportunity for members to do planning, coordination and evaluation of total Center teen operation.

Fourteen members of the Center clubs participated in the Northern California Youth Conference at Asilomar in October; youth delegates attended from all of the northern half of the State, approximately 400 youth involved. Discussions were centered around various problems faced by teen organizations throughout the State. The youth delegates from Unit B reported on the proceedings to their respective club groups upon their return to Oakland.

An excellent program Movement in Relation to the Arts (ages six to eight years) was offered to a new group of children during the fall semester. The idea foremost in the minds of the instructors was that of helping the children free themselves so that it would be possible for them to have a creative experience in dance movements and art forms. Creativity from this frame of reference may be considered the finished product which comes from the individuals' participation. It is an experience or an act which can only belong to the individual who is involved in it. Paraphrastically, creativity of the individual can be compared to a sentence without a period. That is, it always leaves room for something to be added. The children in this program are given abstract ideas to work with in each period. They are instructed to paint a whisper, or they create a dance related to the music to which they are listening. A unique feature of this program is that the children are divided into two groups, one of which will experiment with the fast, slow, heavy or soft dance movement while the second group is asked to interpret "What they hear or see" through an art form, such as crafts, painting, chalk, clay, watercolors, charcoal. Some development of increased skill in the dance or art form is apparent in the performance of every child in the program.





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A Youth Leaders' Volunteer Workshop was arranged for junior and senior high school youth who would be willing to volunteer their time in program assistance on a limited basis once per week at Brookfield Center. More specifically, the objectives were:

1. Involve youth in actual leadership roles.
2. Provide youth with leadership techniques.
3. Broaden the youth's perspectives of recreational activities.
4. Create opportunities for personal growth and personal satisfaction through rendering service to others.

Primarily it was expected that the volunteers would initially serve in the Creative Arts Workshop Program which was already in the formative stages. Training sessions were conducted covering the following: principles and concepts of recreation; history of Oakland Recreation Department and Brookfield Center; working with people (human relations); low organization games; dramatics; and arts and crafts. Of the original number of seventeen youth who accepted the training, thirteen remain active in the program to date.

The Creative Arts Workshop was established in early October involving 80 elementary boys and girls as participants with thirteen youth volunteers assisting. This program seeks to develop the personal and artistic abilities of each child, in addition to introducing them to a rich creative experience. The leadership teams are a combination of Unit B staff, supplemented by various specialists from the Cultural Arts Section. Music, dance, painting and crafts are the activities media through which the accomplishments are attained. Several participants have exceptional ability in the above activity areas; therefore, it appears reasonable that the set objectives will be fully achieved in the program.

Exploring The Arts is a program designed to introduce elementary boys and girls to a wide variety of cultural activities in the Bay Area; through strategic use of visual aids, meetings and special trips. In such manner, it is envisioned the experience will increase the children's frames of reference and develop an appreciation for the general area of cultural arts. Notable trips were: San Francisco Chinatown tour, Oakland Symphony rehearsal, attendance at the Nutcracker Ballet, a visit to the Oakland Art Museum. It has been rather difficult to evaluate this program in terms of accomplishing our goals.



## ANNUAL REPORT - FORD - PROGRAM UNIT B

However, we have endeavored to assess the merit of the program by the facial response and the avid interest as they move through new surroundings of sites and sounds unknown before.

Jointly Sponsored Recreation-School Programs. In conjunction with school personnel a program was devised wherein the recreation leaders would work directly with a school library and/or reading teacher to help stimulate language development through recreational activities, more explicitly to help children express themselves and to communicate more freely to foster the creation of positive self-images; to stimulate self-discipline; and to isolate children with exceptional talent for movement to higher levels of competence. Observations will be made in terms of analyzing what basic attitudes are presented, changed or formed in this shared experience.

Social Dance for Junior and Senior High School youth was offered in late fall with the emphasis placed on the development of basic dance skills and some instruction in social dance etiquette. In review, it was apparent that dance patterns were already ingrained in this age group; therefore, following evaluation, it was resolved that future programs of this nature should be offered at the elementary level.

Program evaluation forms are utilized extensively to aid workers in evaluation of programs, to identify youth with exceptional skills and for early identification of youth who have difficulty interacting in a group setting. This practice has proved invaluable in aiding staff in consideration of new program ideas.

Future programs which should add considerably to the list of achievements in Unit B are:

1. Charm Class and Esquire programs for junior and senior high youth respectively, to give youth opportunities for training in good grooming, social behavior and personality development. Such programs should aid in the development of self-confidence and insuring a positive attitude toward society as a whole.



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2. Jointly operated recreation-school program with emotionally disturbed children. This program will be offered during the school day and should give additional indications of the impact two agencies can generate in focusing on a common problem.





ANNUAL REPORT - FORD FOUNDATION PROJECT  
SUMMARY

In summation, it is well to reiterate the philosophy expounded by leading recreators who agree that the basic premise of a municipal recreation program is to serve all persons of all ages and both sexes in all parts of our community without regard to social, economic, ethnic or cultural differences. Through the creative use of skillful leadership offering a broad and varied program, we can help to achieve a richer and more abundant life for all, thereby providing for the fullest development of every individual, closer knit families, more neighborhood solidarity and ultimately the reduction of social isolation among population segments. Events and facts relative to Oakland's population shift gave rise to the thinking that the Recreation Department should make a critical analysis of its present program with full intent to reshaping our objectives in view of existing needs; reconsider the accepted and popular concepts with courage preparatory to creating new concepts that would meet the tests of practicability in the new era of leisure -- a true reality on the distant horizon.

It is precisely the challenging nature of this new era that gives Oakland Recreation Department the daring to explore new concepts through participation in the Oakland Interagency Project and more directly expand the opportunity of experimentation in its own Progressive Opportunities Project. When articulated, the concepts clearly imply a change in emphasis towards the cultural and social aspects of recreation which provide access, the systematic development of skills, the development of attitudes and disciplines conducive to group living, the growth and development of the individual and a more meaningful appreciation for the total society. As evidenced by the various programs contained in this report, substantial progress has been attained towards agency's goals; we are reaching many newcomer youth and a proportionally smaller number of adults through creative selectivity of specific activities designed to encourage the learning of basic social skills in a systematic manner and increasing the appreciation for the cultural arts leading towards an increasingly positive change in basic attitudes on the part of individuals and groups. All of the foregoing must be accomplished if we are to truly bulwark the social decay common to neighborhoods in rapid transition.



## ANNUAL REPORT - FORD - SUMMARY

The initial problems encountered during the formative stages, though formidable in retrospect, were handled with dispatch by the administration of the Department and the staffing organization, and organization was completed by March 1962. Operation was immediate with many facets being resolved concurrently.

Unit programs were immediately complemented by the addition of highly skilled specialists and generalists in basic activities areas, i.e., arts and crafts, dance, drama and music. Programs developed with a rapidity in Unit B as compared to Unit A where growth was more deliberate yet equally valid. Summer programs were, indeed, most productive primarily due to the extended hours of operation and flexibility of participant hours permitting greater range and variety of creative experiences available in the outdoor recreation areas.

Cooperative programs and associations with all other associated agencies were existent or presently established and are maintained throughout the project area concomitant with similar relationships with many private agencies, organizations, groups and individuals. All such contacts and association exist at various levels of Oakland Recreation Department Administration, but hardly so collaboratively as those workers at the direct service level. It can be stated that our most vital associations remain, significantly, with the authoritative agencies, e.g., Police, Probation and Parole, along with Unified Schools and to a lesser extent, Welfare, Health, County Social Planning, Building and Housing, and Urban League.

Paramount among several anticipatory adjustments effected thus far, was an administrative (structural) reorganization of the Ford Project area. At considerable cost in terms of man hours involved, the agency on its own initiative decided to evaluate internally the Project Operation. After careful study it was discerned that the fluidity of the program operation required more administrative facilitation; in essence a major organizational change in structure. Hence, it was resolved that the Recreation Project Area (priorly District VI) should be removed from the Playground and Center Section of the Program Division, thereby being separated from the previous lines of administration at the District Supervisory level. The project area would then be designated as the Oakland Recreation Department Project Section with a





## ANNUAL REPORT - FORD - SUMMARY

Coordinator (V. Hap Smith) at the General Supervisory level, managing (supervising and coordinating) the two Units (A and B), and reporting directly to the Project Director (Executive Director of Program). The appointment of the Coordinator was in keeping with the original proposal. Several advantages were envisioned, however the primary objectives were those of establishing a more direct line of administration, communication and supervision. In most other respects the previous organizational structure remains essentially unchanged. However, the nature of the one major change created great internal pressures and adjustments for professional and clerical staff throughout the agency; hence, it is indicative of the Oakland Recreation Department commitment to the goals of the Interagency Community Project in Oakland. Additionally, the agency has assigned during the last quarter some new part-time leaders, redirected some full-time staff in the Project area, and instituted a Unit Operation in the North Oakland area of the city -- based upon the tentatively successful operations already achieved in the Unit A and B operation.

Joint programs with the School Project staff have been formulated and will be operational in January, 1963. The activities will be conducted during the school day for special groups of disturbed students (3rd & 4th grades). Other recreation activity will be programmed in conjunction with the librarian services (book clubs) and the reading teacher (language development) services.

In the prospective development of the joint school-recreation programs, it is appropriate to report that cooperative associations with the school staff have been reinforced around the outside control situation in regards to the Study Hall Program at Madison Junior High. In a special meeting involving personnel from several of the associated agencies, plans were formulated to reduce the disruptive and destructive loitering of juveniles outside the study hall during the hours of 7 - 9 P.M. each Tuesday and Thursday. By establishing a registration system for the study hall participants and the gymnasium patrons (recreation) and maintaining a cut-off period for admission -- 7:15 for study hall -- 7:30 for gymnasium -- the Oakland Police Department agreed to assume major responsibility for disbursing all non-registered youth from the area. Such action is vital to the success of the total operation.



## ANNUAL REPORT - FORD - SUMMARY

We may conclude that the Recreation Department in conjunction with the forces coordinated in the Oakland Interagency Project can make a dramatic impact on the condition of social isolation existing in segments of our community; to such end the Recreation Commission and staff are fully committed; however, we must well consider the serious implications of:

1. staff turnover
2. the lack of base line data and assistance in research methods and techniques (recently available on a limited basis)
3. attempting to serve a broad base clientele with widely divergent interests and, finally,
4. drastic limitations of funds committed which must be equated in terms of expansion to both quantitatively and qualitatively.

The Oakland Recreation Department as a basic institution of public service stands ready to face the challenge of reaching new horizons for its constituents, but the opportunities to achievement of these immediate and long range goals will/must rest upon the vision, fortitude and considerate desires of respective leadership typified by the Oakland Recreation Commission, Oakland Interagency Project and the Ford Foundation.



## A P P E N D I X

1. Project Facilities
2. Unit Director Job Description
3. Program Director Job Description
4. Club Director Job Description
5. Training Consultant Job Description





## UNIT DIRECTOR

This is a new position related directly to the department's development of an experimental recreation project that will be supported in part by a foundation grant. An employee in this class is responsible for the administration and supervision of a community center and specified playgrounds located within a neighborhood unit. A Unit Director reports to and receives policy and administrative guidance from a District Supervisor, for whom he serves as a representative in the promotion and administration of the unit program. An employee in this class must also exercise responsible professional judgment in the administration and planning of the neighborhood recreation program.

EXAMPLES OF WORK: (These examples are descriptive only and are not restrictive as to nature and type of assignment.)

### A Unit Director

directs the planning and program for a specific neighborhood, assuming responsibility for a high-level of service;

studies recreation needs in the unit and recommends action to meet them; upon approval, initiates and promotes an extensive program;

interprets recreation policies and programs to the neighborhood and to other interested agencies through personal contact and participation in conferences and meetings;

supervises, trains, and evaluates unit personnel and volunteers through field visits and conferences;

demonstrates leadership skills by introducing new recreation activities, materials, and equipment to staff members;

receives, reviews, and takes appropriate action on reports, suggestions, and complaints of unit staff members and of the neighborhood;

prepares and presents reports on programs supervised;

participates in departmental planning, research, and training for experimental projects;



prepares budget estimates and work programs for the unit supervised;  
participates actively in inter-agency programs leading to closer coordination;  
and performs other related duties as assigned.

#### KNOWLEDGES, SKILLS, AND ABILITIES:

knowledge of the principles and methods of recreation and the planning and organization of recreation activities in a neighborhood area;

knowledge of techniques and equipment used in a wide variety of activities;

knowledge of supervisory training and teaching techniques;

knowledge of professional resources and their use in program formulation;

skill in the analysis of neighborhood recreation needs and the adoption of plans and training techniques to meet these needs;

skill in the training, assignment, evaluation, and professional development of subordinate staff members;

ability to interpret program methods and objectives in written and oral form, and to produce accurate and meaningful reports and records;

ability to assist and advise in the planning for long-range departmental programs;

ability to work effectively with other employees, representatives of other agencies, and neighborhood leaders.

#### EDUCATION AND EXPERIENCE REQUIREMENTS:

Graduation from an accredited college with a major in recreation and at least one year of full-time professional experience in recreation work, including experience as a head director of a center and its staff; OR graduation from an accredited college with a major in physical education, education, group work, sociology, or other appropriate field with two years of full-time professional experience in recreation work, including experience as a head director.





RECREATION DEPARTMENT  
City of Oakland

JOB DESCRIPTION - RECREATION DIRECTOR

PROGRAM DIRECTOR

Whereas historically the title Program Director was created within the official framework of the ORD administration, therefore it must be regarded as an unauthorized position (non-existent) within the formal classification of the Oakland Civil Service Commission. Subsequently, for purposes of clarification, the initial duties of the Program Director must be the same as those duties regularly prescribed and assigned in the Recreation Director job description, namely:

I. PERSONAL QUALIFICATIONS

A Program Director gives evidence of:

1. ability to establish and maintain effective working relations with other employees, the public, and persons of all ages and of widely varied backgrounds;
2. concern for people and sensitivity to needs and feelings of others and receives satisfaction from his opportunities to help people meet their needs through recreation;
3. flexibility and adaptability so that he can take and continue to take positive action in the face of difficult and rapidly changing situations;
4. sufficient health, vigor, and energy necessary for adequate performance on the job;
5. satisfactory personal appearance, manner of speech, appropriateness of dress, and observance of the simple amenities of courtesy and consideration;
6. initiative, resourcefulness, and creative use of his imagination;
7. ability to think clearly and perceptively.

II. PROFESSIONAL QUALIFICATIONS

The Program Director:

1. exhibits a wide knowledge and understanding of Recreation as a field of service and as a profession;
2. evidences knowledge, understanding, and personal acceptance of the goals, policies, services, and methods of the Oakland Recreation Department, and has the ability to interpret them to others;
3. evidences a high level of knowledge of individual and group behavior and has the ability to apply this in providing effective recreation service;
4. possesses a variety of recreational skills and an ability to use and teach them in program development;
5. demonstrates skill in planning, organizing, and directing a wide variety of recreational activities;
6. demonstrates an understanding of himself and the ability to use himself in varied settings;



Job Description - Recreation Director  
Program Director - (continued)

7. evidences understanding of basic principles of administration and supervision and has the ability to apply them;
8. evidences understanding in use of community resources and the ability to apply them.

III. GENERAL AREA OF RESPONSIBILITY

The Program Director:

- A. provides opportunities for children, youth, and adults to participate in a broad and varied program of recreational activities through which they are helped to:
  1. derive personal satisfactions;
  2. grow and develop physically and emotionally;
  3. develop recreational and social skills.
- B. when delegated by Head Director or Unit Director, the Program Director will assume the responsibility for:
  1. growth and development of staff;
  2. program as a whole;
  3. care and security of the facility.

IV. SPECIFIC AREAS OF RESPONSIBILITY

A. Administrative and Supervisory:

The Program Director assumes responsibility, based upon prior delegation by the Unit Director or Head Director, in specified areas, i.e., materials and supplies, records, reports, staff development, etc., and general care of the facility.

B. Program Development Responsibilities:

The Program Director, as delegated by the Unit Director or Head Director, works with individuals and groups, plans and organizes program; assists in promotion and interpretation of program activities.

C. Community Responsibilities:

The Program Director assists the Head Director or Unit Director in maintaining effective working relationships with all public and private agencies within the neighborhood and the general community, with particular emphasis on neighborhood residential groups.

D. Professional Growth:

The Program Director assumes some responsibility for personal professional growth on the job.

The above duties, listed and implied, shall constitute those inherent in the Program Director position, plus such other duties designated and assigned by the Head Director or Unit Director which are deemed feasible by ORD Administration and held to be commensurate with the position of Program Director.





RECREATION DEPARTMENT  
City of Oakland

JOB DESCRIPTION -- RECREATION DIRECTOR

CLUB DIRECTOR

I. PROFESSIONAL QUALIFICATIONS

Graduation from an accredited college or university with a major in Recreation, Group Work, Sociology, or other appropriate field supplemented by additional college or professional courses in group process method, guidance and counseling, and supervision.

Where the above requirements are not exemplified by any acceptable candidate, an equivalent number of years in the Recreation field may be considered.

Possesses knowledge of individual and group behavior and displays ability to apply this in providing effective supportive services to recreation directors working with organized groups at the elementary, teen, and young adult level.

Demonstrates skill in planning, organizing, and directing a wide variety of recreational activities within a group setting.

II. GENERAL AREA OF RESPONSIBILITY

The Club Director, under the direction of the Unit Director and the guidance of the Training Consultant:

- A. provides leadership and offers training to recreation leaders and volunteers working with clubs to effect total group growth and individual member development of leadership skills.
- B. provides guidance and resources to leaders:
  - 1. to help group members derive personal satisfaction in the total operation of club work;
  - 2. to aid leaders in helping group members grow and develop personal skills in group process;
  - 3. to assist leaders in charting the progression of members' skills;
  - 4. to help leaders recognize outstanding skills in young people and channel these persons into special interest groups.

III. SPECIFIC AREAS OF RESPONSIBILITY

A. Administrative:

Staff Relationships

- a) directly responsible to Unit Director;
- b) conferences upon request, with Center club leaders ;
- c) visits with elementary playground club leaders;
- d) observation of club meetings;
- e) conferences as designated by Training Consultant.

B. Program Development Responsibilities:

Training -- as designed by Training Consultant

- a) conducts training with elementary playground personnel working with organized groups as approved by Unit Director;
- b) conducts training with Center personnel working with club groups, as approved by Unit Director;





Job Description - Recreation Director  
Club Director (continued)

- c) initiates plan to standardize officer training for clubs. (acts as adviser to staff assigned this responsibility;
- d) provides refresher courses in professional growth at Unit meetings throughout each semester, as desired by Unit Director;
- e) attempts to establish groups at the Jr. High facilities when Unit Director indicates such is feasible;
- f) initiates volunteer leader program when direction is offered by Unit Director.

C. Leadership Responsibilities:

The Club Director:

- 1. assumes responsibility for establishing club groups within the facility and within the unit;
- 2. maintains direct leadership of groups as assigned by Unit Director;
- 3. recommends the transfer of district leadership to capable club leader upon approval of the Unit Director.

D. Evaluation:

The Club Director; under advisement of the Training Consultant:

- 1. establishes methods and criteria for evaluating progress of groups;
- 2. makes observations and recommendations of club leaders' performance on the job.

The position of Club Director must be considered an internal position of the ORD administration, created for the facilitation of program goals, predicated upon the job description of the Recreation Director class established by Oakland Civil Service Commission. Therefore, in addition to the above duties listed and implied, the Club Director may carry sundry other duties and functions as delegated by the Unit Director commensurate with the Recreation Director classification.



## TRAINING CONSULTANT

This is a specialized professional position in support of the city-wide recreation program. An employee in this class acts in a consultant capacity to the Executive Director of Program and staff and carries major responsibility for the development and coordination of a comprehensive training program for the professional and part-time staff of the department.

An intensified staff training program has been made necessary by the development of an experimental project to be supported by a foundation grant. A person in this staff position must be familiar with the methods, goals, and problems of various recreation programs in order to perform effectively. Close cooperation with the supervisory line is essential. Professional supervision is received through conferences and the review of reports.

EXAMPLES OF WORK: (These examples are descriptive only and are not restrictive as to nature and type of assignment.)

### A Training Consultant

investigates the training needs of the professional and part-time staff of the department;

formulates plans (in cooperation with supervisors) for specific training programs to meet those needs;

conducts training sessions in relation to new concepts and methods to be developed during the foundation project;

provides additional information and training to department staff through the development of special institutes, workshops, demonstrations, and seminars;

implements existing district staff meetings by offering a consultant service and by providing for outside training resources;

prepares and coordinates the development of training materials and bulletins for the Program Division;





develops certificate programs in recreational skill areas for both part-time and full-time workers;

coordinates and provides information regarding educational and training opportunities at universities, colleges, and other outside facilities;

supervises the work of a training specialist for part-time workers;

prepares the training budget;

performs other staff duties as assigned.

#### KNOWLEDGES, SKILLS, AND ABILITIES:

Knowledge of the field of public recreation;

Knowledge of the fields of education, social welfare and psychology, and of the resources therein;

Knowledge of research and survey methods and techniques;

Skill in teaching and discussion methods;

Skill in working with supervisors and individual staff members;

Ability to get people of diverse interests to work together effectively;

Attitudes, personality, and character traits that will enable effective performance.

#### EDUCATION AND EXPERIENCE REQUIREMENTS:

Graduation from an accredited college with a major in recreation, education, social work or related profession, and three years of recent responsible experience in supervision or training.



## OAKLAND INTERAGENCY PROJECT

OAKLAND RECREATION DEPARTMENT

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Training Consultant	\$ 8,520.00	\$ 7,377.78	\$ 1,460.00
Unit Directors	13,800.00	11,906.81	2,340.00
Specialists, Part Time **	9,000.00	2,397.13	182.24
Stenographers (3)	13,536.00	10,078.49	2,399.05
Retirement	<u>4,209.00</u>	<u>3,250.50</u>	<u>76.25</u>
Personnel Total	\$ 49,065.00	\$ 35,010.71	\$ 6,457.54
<u>Operation and Maintenance</u>	\$ <u>935.00</u>	\$ <u>2,095.65</u>	\$ <u>150.96</u>
Total Foundation Contribution	\$ 50,000.00	\$ 37,106.36	\$ 6,608.50
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel</u>			
Project Coordinator	\$ 4,440.00	\$ 5,915.18	\$ 1,580.00
Stenographer	1,504.00	500.00	100.00
Club Group Director	6,120.00	3,832.50	1,000.00
Center Program Director	2,880.00	2,495.13	525.63
District Supervisor	4,080.00	3,688.26	-0-
Cultural Enrichment Supervisor	3,570.00	-0-	-0-
Playground Director	1,200.00	-0-	-0-
Research Assistant	-0-	-0-	-0-
Training Spec. for Volunteers	-0-	-0-	-0-
Specialists (P.T.)	-0-	-0-	-0-
Playground Director (P.T.)	-0-	7,861.58	592.75
Retirement	<u>-0-</u>	<u>2,021.32</u>	<u>394.29</u>
Personnel Total	\$ 23,794.00	\$ 26,313.97	\$ 4,192.67
<u>Operation and Maintenance</u>	\$ 5,882.00	\$ 594.90	\$ 108.33
<u>Capital Outlay</u>	<u>3,340.00</u>	<u>8,309.00 *</u>	<u>-0-</u>
Total Agency Contribution	\$ 33,016.00	\$ 35,217.87	\$ 4,301.00
TOTAL-OAKLAND RECREATION DEPARTMENT	\$ 83,016.00	\$ 72,324.23	\$ 10,909.50

\*Office at Arroyo Viejo, Brookfield and General Office for Ford Foundation use 1/6 cost of building at Brookfield cost \$29,588.

\*\*Special dance and workshop programs.



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from 10-1-62 to 12-31-62

## FINANCIAL

1. Agency RECREATION DEPARTMENT2. Address 1520 Oak Street Oakland 12, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>42,600</u>	\$ <u>6,350</u>	\$ <u>1,050</u>	\$ <u>50,000</u>
2nd year	<u>42,600</u>	<u>7,400</u>	<u>          </u>	<u>50,000</u>
3rd year	<u>36,058</u>	<u>6,798</u>	<u>          </u>	<u>42,856</u>
TOTAL FUNDS	\$ <u>121,258</u>	<u>20,548</u>	<u>1,050</u>	<u>142,856</u>

4. Funds Received to Date 42,600.00 6,350.00 1,050.00 50,000.005. Expenditures 44,801.80 4,148.20 878.18 49,828.186. Unexpended Balance (2,201.80) 2,201.80 171.82 171.827. Encumbrances\* (2,201.80) 2,201.80 171.82 171.828. Unencumbered Balance                                            

## STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

10. Percent of Planned Program Completed           

\* To Mar. 1, 1963





## QUARTERLY REPORT

## A. FINANCIAL

\* To Mar.-17-1963  
12-31-62



## QUARTERLY REPORT

For Period from January 1, 1962 to June 30, 1962

## A. FINANCIAL

1. Agency RECREATION DEPARTMENT, City of Oakland
2. Address 1520 Oak Street, Oakland 12, California
3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>42,600.00</u>	\$ <u>6,621.66</u>	\$ <u>778.34 **</u>	\$ <u>50,000.00</u>
2nd year	<u>42,600.00</u>	<u>7,400.00</u>	<u>          </u>	<u>50,000.00</u>
3rd year	<u>36,058.00</u>	<u>6,798.00</u>	<u>          </u>	<u>42,856.00</u>
TOTAL FUNDS	\$ <u><u>121,258.00</u></u>	\$ <u><u>20,819.66</u></u>	\$ <u><u>778.34</u></u>	\$ <u><u>142,856.00</u></u>
ds Received to Date	<u>17,201.42</u>	<u>770.24</u>	<u>778.34</u>	<u>18,750.00</u>
ds Encumbered	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
ncumbered Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
enditures	<u>17,201.42</u>	<u>770.24</u>	<u>778.34</u>	<u>18,750.00</u>
xpended Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

## STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	_____	_____	_____	_____	_____
Previous Quarter	_____	_____	_____	_____	_____
Project Total to Date	<u>377,494*</u>	<u>78,404*</u>	<u>9420*</u>	<u>8961*</u>	<u>474,279</u>

10. Percent of Planned Program Completed

\*Figures represent attendance, not different individuals.

\*Purchase of capital equipment to effect savings in personnel costs by hiring a lower classified employee.





SECTION IV

ALAMEDA COUNTY HEALTH DEPARTMENT

Oakland, California  
January 1963

DR. JAMES C. MALCOLM, HEALTH OFFICER

MISS WILMA JOHNSON, ACTING PROJECT DIRECTOR



ALAMEDA COUNTY HEALTH DEPARTMENT  
Division of Special Projects

INTERAGENCY PROJECT

PROGRESS REPORT

March 1 - December 31, 1962



## HOW THE YEAR LOOKED

Planning for the Health Department's participation in the Oakland Interagency Project started early in 1961. The overall project design was developed and the specific objectives of the Health Department program were laid out. Early this year, details of the staffing pattern were developed, recruitment was begun and the search for housing started. The Special Projects Division was set up in the Health Department, a Director was recruited, and actual operations commenced March first. Most of the early months were spent in staff recruitment, exploration for housing and initial planning and implementation of program. By May, all but three positions were filled. In June, project housing was secured. In late June the intensified service program with High Risk Prenatal patients was begun. In this connection, specialized maternal and child health professional education was afforded the nursing staff to prepare them for this phase of the overall program. By June, consultation with various experts in the field had begun into the development of an instrument for assessing family health status. A Professional Advisory Committee had been set up and exploration begun into the overall project objectives and their implementation.

Explorations into the possible sources of newcomer information were begun and actual arrangements for reporting were worked out with the two sources on which we have continued to rely.

In late June, in conjunction with the other agencies in the Oakland Interagency Project, a highly successful workshop on our overall aims and goals was participated in.

During July, two of our other programs were begun; namely, our system of post card appointment reminders for Child Health Conference patients, and our Geriatric Multiphasic Screening Clinic. In July, also, our Project Director resigned and has not yet been replaced.

By September, the first draft of our Health Inventory for the assessment of the health status of newcomer families was available. At that time we had completed a sample study of newcomers and found that the majority of people at a new address in the project area had moved from other addresses in Oakland. In October, we started contacting new families and completing Health Inventories on them. This pretest of both the Health Inventory and of the definition of newcomer resulted in a further revision. As of early December, our Health Inventory had been further refined, and a decision reached to limit our newcomers to families new to Alameda County or California within the previous three months. We are now locating approximately 8 - 10 such newcomer families weekly and obtaining an assessment of their family health status.

In December, we developed a method of classifying families on the basis of their health assessment. We have begun its application, decided upon our experimental and control groups and have begun to provide nursing services to our first newcomer families.

By December we had also worked out arrangements for our "one-door" Child Health Supervision. Agreement was reached with the pediatrician on the number of patients, fee per patient, number of visits, method of reporting, and methods of evaluation. To date, our first patient has been started on this program.





## PLANS FOR THE FUTURE

Most of the individual projects contemplated by the Special Projects Division have been started. In the coming months, further refinements may be necessary, but more likely our time will be spent in operating these programs, providing service and initiating our evaluations.

The additional projects still to be developed include:

1. The Team Child Health Supervision - a program involving the pediatrician who will see each child in clinic, along with the public health nurses who will follow the children in their homes, administer immunizations there, and either consult with the pediatrician or refer patients to him again if necessary as problems arise.
2. Family Planning Clinic - a regular clinic for instruction in family planning.
3. Teen-age Health Service Clinic - a clinic at which teen-agers and their parents can be seen, special attention given to their unique problems, advice given and referrals made.
4. Geriatric Health Conferences - to provide counselling in good health practices, use of available health resources, and to provide disease protection through immunizations.

In addition to these new projects, further exploration into preventative sanitation is planned. Effective methods of working with other agencies in the Interagency Project around housing, neighborhood maintenance, and other environmental factors will occupy our time. We also anticipate extending intensive public health nursing services to non-county hospital patients.

The biggest area for the coming year involves the development of evaluation instruments, working out the various methods for processing data and beginning to see what results, if any, we can draw from our operations. It is hoped that the Interagency Research Director, Dr. Record, can be of help to us in this largest of tasks which faces us.

## PROGRAM AND ACTIVITIES

### PERSONNEL

In getting the Special Projects Division started, staffing, within the limits of job requirements and allowable salaries, constituted a major problem. As of the end of the year, there were 13 staff members employed. The following table indicates their starting dates and length of service:

	<u>Started</u>	<u>Terminated</u>	<u>Months of Service</u>
Medical Director	Feb. 26	July 12	4½
Administrative Asst.	May 1		8
Supervising Public Health Nurse	Feb. 19		10½
Statistician	April 23		8½
Staff PHNs (4)	March 6		10



## PERSONNEL (Continued)

	<u>Started</u>	<u>Terminated</u>	<u>Months of Service</u>
Stenographer	May 16	Nov. 1 )	7
	Nov. 15	)	
Stenographer	May 7		7 $\frac{1}{2}$
Clerk	April 9	Nov. 6 )	8
	Nov. 26	)	
Sanitarian	May 1		8
Registered Nurse	August 1		5
Health Educator	December 1		1

Recruitment continues for the positions still unfilled, namely, Medical Director, Nutritionist and Social Worker.

## HOUSING

The search for appropriate housing for the division staff began in December 1961 before the start of the special projects. An extensive search was conducted until our present location, 8654 East 14th Street, was found in June. This was only finally made possible through a gift of \$4,000 secured from a private foundation by Dr. Roth, then Project Director, and earmarked for housing. The staff moved into the present headquarters on July 23, 1962. Extensive remodeling and renovation of both offices and clinic space has been carried on since then. As of the end of the year, most of the major remodeling has been completed, and the clinic space is now ready for use. During the lengthy process of remodeling, our Geriatric Multiphasic Screening Clinics were held at the Arroyo Viejo Recreation Center from the end of July until the end of December. Other programs were delayed pending the completion of the remodeling.

## PROGRAM IMPLEMENTATION

## I Maternal and Child Health

a. Post card reminder

In an attempt to improve attendance at Child Health Conferences, a system of appointment reminder post cards was devised. Starting July first we sent reminder cards weekly of up-coming CHC appointments. We then checked attendance as well as lapsed and cancelled appointments at these clinics against those clinics held at the same location, run by the same clinician, but held on another day, for which no reminder cards were sent. After a year we plan also to compare the immunization level of the children attending both clinics. We hope we can demonstrate that this appointment post card reminder has made a significant difference in clinic attendance and immunization level. The table and chart below indicate the results for the two quarters for which this program has been in operation:



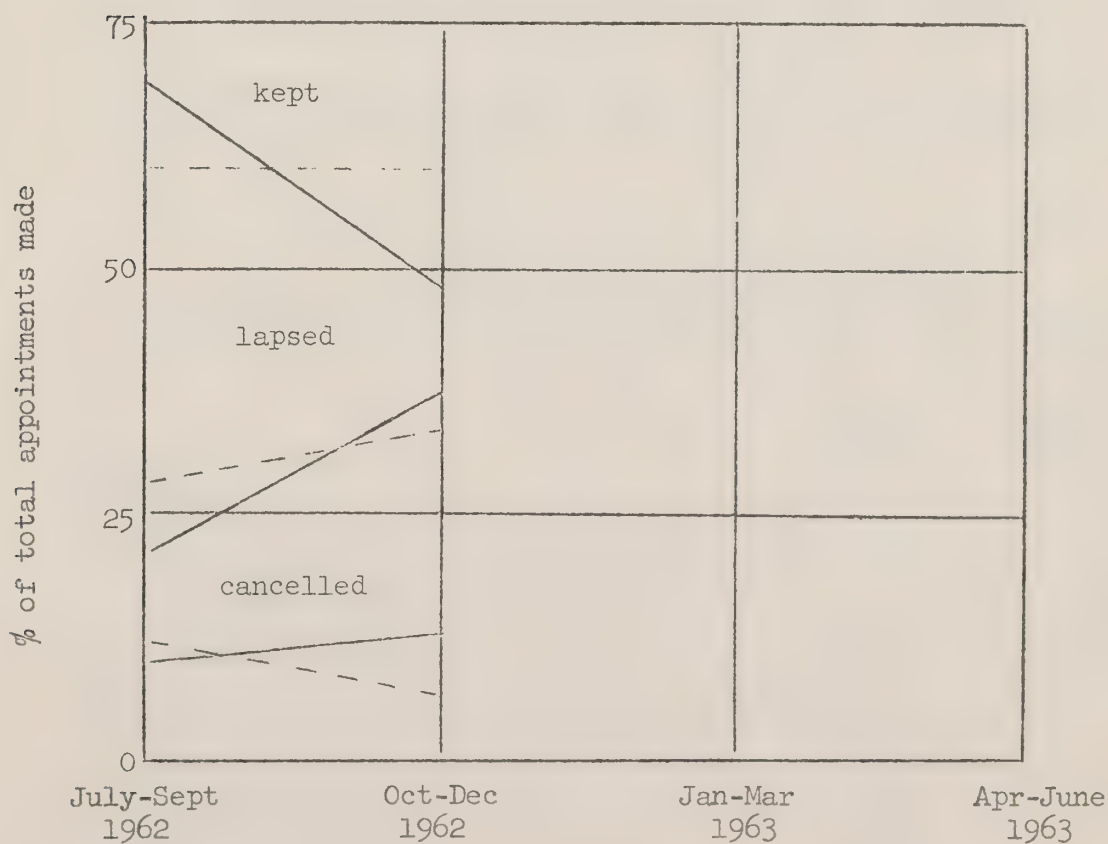


Post card reminder (continued)

	<u>Monday Clinic</u>	<u>Tuesday Clinic</u>
3rd quarter 1962 appointments kept	88	131
% of appointments made	68.2	60.1
appointments lapsed	28	61
% of appointments made	21.7	28.0
appointments cancelled	13	26
% of appointments made	10.1	11.9
4th quarter 1962* appointments kept	44	86
% of appointments made	49.4	60.1
appointments lapsed	33	48
% of appointments made	37.1	33.6
appointments cancelled	12	9
% of appointments made	13.5	6.3

\* Provisional total as of 1-3-63 Monday does not include 2 of the 7 clinics held and Tuesday does not include 3 of the 10 clinics held.

% of appointments kept, lapsed or cancelled at East Oakland CHC  
3rd and 4th quarters of 1962



Monday —————

Tuesday - - - - -



b. High-risk prenatal follow-up

After extensive program planning and numerous meetings to develop cooperative working relationships, intensive public health nursing follow-up to high-risk prenatal referrals from Highland Hospital began in June. For the purpose of the project, prenatal patients who meet any of the following criteria are considered high-risk:

1. Have a history of previous miscarriages, stillborns, prematures, toxemia, dystocia, or Caesarian section.
2. Have or have had such medical complications as diabetes, heart disease, tuberculosis.
3. Are under age 19 or over 40.
4. Are unwed premipara.

Referrals have constituted one to two high-risk patients per week. Intensive nursing services have included observation for signs and symptoms of complications, taking blood pressure, weight, temperature, pulse and respiration, urine testing for sugar and albumin, counselling regarding diet, activity, rest, feelings about pregnancy, normal hygiene of pregnancy, preparation for the hospital, signs of labor, and interpretation of hospital policies and procedures. Visits are made as needed by the patient with a minimum of one visit per month until the 7th month of pregnancy, and bi-monthly after the 7th month. Patients are followed for three months post-delivery.

Post-partum nursing services have included helping family adjust to baby, teaching baby care, checking mother for complications, counselling regarding breast care, post-partum examination, medical supervision for baby, sleep, and other family problems that arise during this time.

Close working relations and communication devices have been worked out with Highland Hospital so that the PHN's findings in the home are rapidly relayed to the medical staff who follow the patient.

A summary of nursing services is given in the following table:

HIGH-RISK PRENATAL PATIENTS REFERRED  
(by outcome of delivery, Public Health Nurse visits, and visits to Highland Alameda County Hospital Prenatal Clinic, June - December 1962)

	<u>Number</u>	<u>% of Deliveries</u>
Total patients referred	32	
Delivered	15	100.0%
Full term living infant normal delivery	12	80.0%
Miscarriage	1	6.7%
Premature (less than 5 lb. 8 oz.)	1	6.7%
Caesarian delivery	1	6.7%
Currently followed A.P.	14	
Moved out of area	3	
Nursing visits	164	
Ante partum	103	
Post partum	61	
Prenatal clinic visits	78	
Lapsed appointments	15	
% of appointments lapsed	14.6%	



### High-risk prenatal follow-up (continued)

There are three main objectives to this program:

1. To improve prenatal supervision of "high-risk" prenatal patients, particularly among low income groups.
2. To motivate high-risk mothers to seek early medical supervision and to stay under care.
3. To develop effective methods for coordinating the services given to these patients in the clinic, the physician's office, and in the home.

High-risk prenatal referrals from Highland constitute approximately 28% of such patients in the project area. With the initiation of services to newcomers, we expect to reach the high-risk prenatal patients who also utilize private physician, part-pay and military services.

Construction of specific evaluative devices now presents a vital investment in time and effort, that may persist for some time. Factors to be measured include:

1. Number of patients served and source of referral.
2. Month of pregnancy in which patients came under care.
3. Number of patients unable to obtain prenatal care.
4. Number of patients appearing at the county hospital in labor and unknown to the hospital.
5. Extent of appointments kept.
6. Types and amount of nursing activities in home.
7. Extent to which nursing activities supplemented medical supervision.
8. Extent to which nursing activities reduced load on the clinic or private physician.
9. Cost in terms of number of nursing visits and average time required per visit in relation to number of families served.
10. Types of training found needed and valuable to the nursing staff.
11. Types of communication devices found most effective.
12. Acceptance of the program by families.
13. Outcome of pregnancy.
14. Extent to which such activities are practicable on a wider scale.

#### c. Family Planning

Planning for the participation of Planned Parenthood League of Alameda County in the project began in June. Five areas of participation were agreed upon, namely, orientation of the public health nurses, supplying of patient literature, instruction of patients in simple methods of contraception by the public health nurses, referral of patients for prescription methods (oral pill and diaphragm) to private physicians, Planned Parenthood Clinics, or Highland Clinic, and assignment of a family planning consultant by Planned Parenthood League of Alameda County to work on a part-time basis with the public health nurses in doing follow-up, instruction, interpretation and referral for patients within the project.





### Family Planning (continued)

Orientation of the public health nurses was completed in October and the family planning consultant was assigned to the project October 23, 1962 on a two day per week basis. Since assignment of the family planning consultant 24 patients have received this service.

#### d. Obstetrical Consultation

The need for obstetrical consultation became apparent with the initiation of nursing services to the high-risk prenatal referrals from Highland Hospital. Informal arrangements for telephone consultation were made in June, with formal arrangements being finalized in October.

We were very fortunate in obtaining the services of Dr. Howard Milliken as our obstetrical consultant. In addition to having a large private practice, Dr. Milliken serves as Clinical Coordinator of Obstetrics and Gynecology, Highland Hospital; Medical Director for Planned Parenthood League of Alameda County, and is active in the Alameda-Contra Costa County Medical Association.

The obstetrical consultant has been meeting with the project staff on a twice monthly basis (approximately 8 hours) to provide on-going obstetrical guidance through review of obstetrical cases carried by the PHNs, providing direction in the handling of problem cases, facilitation of interagency and community relationships, and giving assistance in program development and evaluation.

#### e. One-door plan for Child Health Supervision

This program was set up in an attempt to reduce the fragmentation of services for children in their first year of life who now receive morbidity care under the Welfare Medical Care Program, but well child supervision, if any, from a variety of other sources. Planning this program involved meetings with the Medical Director of the Welfare Program, as well as with Dr. McMillan, the local pediatrician ultimately selected to provide the service. The contents of the Well Child Supervision program was worked out, including the number and frequency of visits, and the types and frequency of immunizations. Planning also involved agreeing upon the number of patients, the fee to be paid for the service, the method of reporting and the program for evaluation. The program is to serve about 30 patients, and carry a total fee of \$60 to cover a minimum of 9 visits to the pediatrician's office, a complete set of immunizations, and unlimited telephone consultation. Evaluation at the end of the 12 month period is to include:

1. Comparison of the cost of this "one-door" service with the combined CHC well child supervision plus ACWD financed morbidity care.
2. The effectiveness of each "package".
3. The satisfaction of the MD with this arrangement.
4. The attitude of the mothers to this plan.



### One-door plan for Child Health Supervision (continued)

A list of prospective patients submitted to us by ACWD have been contacted by PHNs. For a variety of reasons, this has, to date, produced only one patient. By revising our method of securing patients we hope we may reach the desired number of patients by March 1, 1963.

## II Geriatric Program

Multiphasic screening and geriatric health conferences are the two services proposed in this study. The purposes are:

- a. To evaluate the health of presumably well, older persons.
- b. To demonstrate the value of periodic health appraisals.
- c. To find ways of motivating older persons to seek regular medical examinations.
- d. To develop an effective pattern of referrals to private physicians, dentists, hospital clinics and other available sources of medical care.
- e. To provide disease protection through immunization against influenza, tetanus, diphtheria, smallpox and poliomyelitis for well persons 65 years and older.
- f. To provide health counselling in good nutrition, proper sleep and rest and other desirable health practices for older persons.
- g. To provide counselling concerning the use of available health resources and benefits.

At the present, our efforts have been directed primarily to meeting the first three objectives through establishment of the Multiphasic Screening Clinic. We held our first clinic on July 30, 1962. Because our clinic facilities were being remodeled, arrangements were made with the Oakland Recreation Department for use of facilities at Arroyo Viejo Recreation Center. This arrangement proved to be of mutual benefit in that it added a service for the Center's Senior Citizens Group and provided a fruitful source of patients for the project. The clinic is now running quite smoothly on a bi-monthly basis in newly remodeled facilities in the project building. And, since November, excellent clinic volunteers have been provided by the Volunteer Bureau, Council of Social Planning.

The major source of patients has been the Alameda County Welfare Department through its Old Age Assistance program. Other sources are self-referrals, PHN referrals, and private physicians.

Tests offered include 70 mm chest x-ray, blood pressure, ECG, hemoglobin, blood sugar, urine sugar and albumin, tonometry, Snellen vision test, Jaeger vision test, hearing test, height and weight, oral and dental inspection, puffmeter (lung-function test) and a medical and social history. All screening results are being referred to patients' physicians for interpretation.

Follow-up has been initiated for evaluation of:

- a. Impact of this program upon patients served.
- b. Impact of this program upon referee physicians.
- c. Professional suggestions for improvement of the program.
- d. Specificity, sensitivity and usefulness of the various procedures.





## Geriatric Program (continued)

Other on-going evaluations for improvements in procedure and efficiency of the program include:

- a. Comparison of results of varied formats of a medical history which, along with the social history, are mailed to the patients for completion prior to clinic.
- b. Comparison of results of a variety of methods of patient recruitment.
- c. Assumption by clinic personnel of laboratory procedures for the detection of urine sugar and albumin, and hemoglobin determination by copper-sulfate method.
- d. Urine testing for occult blood.
- e. Urine urobilinogen as a screen for chronic liver disease.
- f. Cervical cancer screening.
- g. Provision of glucose test meal to enhance the reliability of blood glucose determination.
- h. Use of IBM devices for data collection.

A progress report on the clinic was published in the Alameda Contra Costa Medical Association Bulletin as a part of an on-going program for the involvement and education of the medical profession.

Some of the findings of certain tests performed in the Multiphasic Screening Clinic are shown on the following table:

Results of tests performed at Geriatric Multiphasic Screening Clinic for the period from July 30, 1962 to and including December 17, 1962.

Total number of patients screened: 250

<u>TESTS</u>	<u>NO.</u>	<u>PERCENT</u>
<u>EYE - Jaeger and Snellen</u>		
Passed all	122	49%
Failed one or more	119	48%
*Unsatisfactory	9	3%
<u>TONOMETRY</u>		
Less than 20 mm.	195	78%
More than 20 mm.	50	20%
*Unsatisfactory	5	2%
<u>X-RAY</u>		
Negative	199	79%
Any other findings	47	19%
*Unsatisfactory	4	2%
<u>AUDIOMETER</u>		
Passed	98	39%
Could not hear 20 dbs. at 2000 CPS	148	59%
*Unsatisfactory	4	2%



## Geriatric Program (continued)

<u>TESTS</u>	<u>NO.</u>	<u>PERCENT</u>
<u>URINE - Albumin</u>		
None	230	92%
Albumin	14	6%
*Unsatisfactory	6	2%
<u>URINE - Sugar</u>		
None	237	95%
Sugar	7	3%
*Unsatisfactory	6	2%
<u>ELECTROCARDIOGRAM</u>		
Normal	236	95%
Abnormal	13	5%
*Unsatisfactory	1	**
*** <u>BLOOD PRESSURE - systolic or diastolic</u>		
Less than 180/100 (180 systolic, 100 diastolic)	210	84%
180/100 or more (180 systolic, 100 diastolic)	39	16%
*Unsatisfactory	1	**
<u>BLOOD SUGAR</u>		
Less than 130 mg. %	231	92%
130-159 mg. %	8	3%
160 mg. % or more	6	2%
*Unsatisfactory	5	2%
<u>HEMOGLOBIN</u>		
Men more than 13 gm/cc or		
Women more than 12 gm/cc	105	82%
Less than 13 or 12	41	16%
*Unsatisfactory	4	2%

\* Unsatisfactory includes patients not tested and tests results that were not usable.

\*\* Less than 1/2 of 1%.

\*\*\* Blood pressure of either 180 systolic or 100 diastolic is reason for referral as abnormal.

We will next focus our efforts toward meeting our final three objectives especially with regard to the findings of a pre-survey being done now on specific needs of the geriatric patient that might be fulfilled by the proposed health conferences.



### III Newcomers

The four primary objectives of the newcomer study are:

1. Early identification of newcomers.
2. Assessment of the family health status, and early evaluation of the health needs of the newcomers.
3. Demonstration of the effectiveness of intensive, family centered services in improving the health of such newcomers.
4. Facilitation of the family's self-sustaining integration into community life.

Thus far our efforts have been chiefly concentrated on the first two objectives.

#### 1. Early identification of newcomers

We explored a whole host of possible sources of this information. After wrestling with many, we settled on the two available to us which seemed likely to be most fruitful. These were the schools in the project area, and one of the public utility companies. Between 100 and 125 names a week began to come to us from these sources around July first.

A careful examination of these names suggested that they included many people who were probably moving to new addresses from within the project area. Consequently in August, we undertook a sample study of the newcomer names received in July, to determine where these people had come from. We found that the largest group, 31%, had moved from an address within the project area. An additional 23% had moved from an address elsewhere in Oakland. Only 9% moved into the project area from outside the county or the state. The table below summarizes the results of this sample study:

	<u>Last Previous Address</u>		<u>Address One Year Ago</u>	
	<u>Number</u>	<u>%</u>	<u>Number</u>	<u>%</u>
Total	107	100.0	107	100.0
Within the project area	33	30.8	29	27.1
Elsewhere in Oakland	25	23.4	28	26.1
Elsewhere in Alameda County	13	12.1	11	10.3
Elsewhere in California	4	3.7	5	4.7
Elsewhere in United States	5	4.7	5	4.7
Foreign Country	1	0.9	2	1.9
Vacant house	9	8.4	9	8.4
Had not moved within 1 year	6	5.6	6	5.6
Inappropriate address	4	3.7	4	3.7
No information (interview not completed)	7	6.5	8	7.5

On the basis of these findings, newcomers were initially defined as families who had moved to a new address in the project area within the previous three months. Using this definition presented problems and necessitated a back tracking. It was finally decided that although this





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## Early identification of newcomers (continued)

highly mobile group was in fact interesting, and might well manifest health problems for which intensive services were appropriate, they were not new to Alameda County Health Department jurisdiction and should therefore not be concentrated on by our group. Instead, we set up four categories of newcomers and elected to concentrate on the first two. These categories include:

1. families from outside California or the country
2. families from outside Alameda County
3. families from outside Oakland
4. families from outside the project area

Through further refinement, it was possible to reduce the weekly referrals about in half. However, assigning even this number to the appropriate category continues to present problems for us. At the present we are rather laboriously sifting through the presumptive newcomer names, checking by telephone those families who can be reached that way, mailing double post cards asking where families come from, and in many cases visiting the homes to determine newcomer status. Other refinements have been considered and will be explored in the coming months.

To date, this method of screening has weekly identified between 8 and 10 newcomer families within a month of their arrival. If our referrals continue at this level, we should have identified and contacted between 400 and 500 newcomer families in 12 months.

We recognize that by our current methods we are reaching most of the newcomer families who would fall into our first two categories. However, we know that we are not reaching all. Families not having school age children, or living in apartments and not paying their own utility bills, are probably not being reported to us. Our future plans must explore some method for estimating how large a group this may be.

## 2. Assessment of family health status, and early evaluation of the health needs of newcomers

In order to meet this objective, we did extensive exploration and review of existing devices used in other health surveys for health appraisal. The abundance of literature and the actual health questionnaires available were ample proof of professional concern in this field, but we were surprised to note that no health indices, per se, had been standardized. Additionally, since none of these instruments seemed to meet our specific needs, we set about the development of our own health inventory.

Between March and June, this was one of our major undertakings. By June, we had developed a rough outline that was fairly specific in content. At this point, we enlisted the help of a consultant from the California State Department of Public Health, who then developed it into a more workable form.





## Assessment of family health status, and early evaluation of the health needs of newcomers (continued)

The first draft was available for pre-testing in September. As a result of this pre-testing, we did further revisions. We expect the health inventory to be printed in final form after this latest revision, and feel that it will both accomplish our purpose of assessment and provide figures in such a way as to be readily comparable with other health survey data.

### IV Interagency Involvements and Relationships

Although we are still quite involved in developing the specifics of our own projects, inherent in our planning is looking for areas of integration, co-operation and participation with the other agencies in the Interagency Project.

While present involvements have been limited, we feel that they have contributed considerably to the understanding and effectiveness of our program. The following is illustrative of areas of involvements:

#### Oakland Public Schools

1. Arrangements made with school principals in total project area to help with the identification of newcomers through reporting of newly enrolled students.
2. Cooperated with the agency coordinator in a survey of the educational, recreational and health needs of students and parents in the school project area.
3. Made preliminary explorations in planning services for teen-agers.
4. Worked with the school nurses in exploring ways in which we will co-ordinate our services in the project area.

#### Council of Social Planning

1. Utilized Volunteer Bureau in the recruitment of volunteers for the project.
2. Involved the Sanitarian in working with the Community Consultant on community conservation programs.
3. Explored possibilities of Community Consultant having field space in our office.

#### Oakland Recreation Department

1. Utilized Arroyo Viejo Recreation Center facilities for operation of Geriatric Multiphasic Screening Clinic.
2. Involved Senior Citizens as clinic participants.
3. Made preliminary explorations in planning services for teen-agers.



## Interagency Involvements and Relationships (continued)

### Alameda County Welfare Department

1. Obtained names of clients on Old Age Assistance as a source of referral for geriatric program.
2. Obtained names of clients on Aid to Needy Children as a source of referral for One-door Child Health Supervision Program.
3. Worked with the Medical Director of the Medical Care Unit in defining what constituted "Well Care" and "Sick Care" and in Program Administration.

### Interagency Project as a whole

Participated in the June Workshop along with the other agencies on the project. Our staff members served as discussion leaders as well as recorders and generally participated in the exploration of our overall goals and the best methods to arrive at them.

Explanation, interpretation and coordination of the various project activities has been, and continues to be an important aspect of the project. In addition to the many interdepartmental and interagency meetings for the purpose, project personnel attended and participated in numerous community meetings. A schedule of these meetings is attached.



COMMUNITY MEETINGS

<u>DATE</u>	<u>TOPIC</u>	<u>INDIVIDUAL OR GROUP</u>
3-8-62	Project Interpretation	College of Arts & Crafts - Secondary Education Class
3-12-62	Project Interpretation	Homemaker's Committee
3-20-62	Research Consultation	Dr. Gaffey and staff, California State Dept. of Public Health
3-23-62	Project Interpretation	Association of Women Deans and Vice Principals, Santa Rosa, California
3-29-62	Project Review	Professional Advisory Committee
4-2-62	Teen-agers - Vice and Narcotics	Lt. Brown, Oakland Police Dept.
4-3-62	Research Consultation	Dr. John Finan & staff - California State Dept. of Public Health
4-3-62	Edes Manor Proposal	Sobranite Park Home Owners Assn.
4-4-62	Project Interpretation	Golden Gate Chapter of Nutritionists
4-5-62	Project Interpretation	Alameda County Mental Health Council
4-6-62	Isralei Public Health Program	Dr. Haim Halevi
4-7-62	Project Interpretation	Sunset District Council
4-9-62	President's Report	East Bay Assn. for Retarded Children
4-10-62	Meeting of Public Health Nurses with Mental Health Consultant	Mary Foster, Mental Health Consultant, Calif. State Dept. of Public Health
4-12-62	Project Interpretation	Women's City Club of Oakland
4-13-62	Population Mobility - Newcomers	Annual Meeting, American Friends Service Committee
4-13-62	Project Interpretation	Kiwanis Club
4-17-62	Project Interpretation	California School Food Service Assn., Sacramento, Calif.
4-20-62	Program Planning	Alameda County Welfare Dept.
4-20-62	Community Disintegration and Psychiatric Disorder	Charles C. Hughes, PHD - Ford Foundation
4-25-62	Panel - Oakland Interagency Project	Baymont District Council





<u>DATE</u>	<u>TOPIC</u>	<u>INDIVIDUAL OR GROUP</u>
4-26-62	Project Interpretation	Postmaster, Project Area
4-30-62	Balancing Needs and Resources	Calif. Assn. for Health and Welfare
5-3-62	Research Consultation Meeting	Calif. State Dept. of Public Health
5-4-62	Medical Care - a Chance and a Challenge 1. Multiphasic Screening Programs 2. Public Medical Programs in Health and Welfare Agencies 3. Medical Care, its Trials and Tribulations 4. Housing - its Relationship to Total Public Health Programs	Northern Calif. Public Health Association
5-8-62	Maternal and Child Health Program	Dr. Theodore Montgomery, Calif. State Dept. of Public Health
5-10-62	Program Planning	Alameda County Welfare Dept.
5-11-62	Project Interpretation	Project Area School Principals
5-11-62	Project Review	Professional Advisory Committee
5-14-62	Geriatric Program Consultation	Dr. Louis Ruschin, Professional Advisory Committee
5-15-62	Project Interpretation	Interagency Social Workers, Alameda Co.
5-16-62	Planned Parenthood Programs in Tax-Supported Institutions	Planned Parenthood Assn. of America
5-17-62	Project Interpretation	Project Area School Principals
5-18-62	Project Interpretation	Project Area School Principals
5-22-62	Panel - Interagency Project	Madison Jr. High Dad's Club
5-23-62	Project Interpretation	Project Area School Principals
5-24-62	Project Interpretation	Project Area Church Leaders
5-29-62	Project Interpretation	East Bay Municipal Utility Dist.
6-4-62	Teaching Program for Instructors in Parent Education	University of California Extension
6-5-62	Teaching Program for Instructors in Parent Education	University of California Extension
6-6-62	Teaching Program for Instructors in Parent Education	University of California Extension



<u>DATE</u>	<u>TOPIC</u>	<u>INDIVIDUAL OR GROUP</u>
6-13-62	Maternal and Child Health Nursing Consultation	Maternal and Child Health Consultants, Calif. State Dept. of Public Health
6-14-62	Project Interpretation	Fellowship of Senior Physicians
6-15-62	Program Planning - Maternal and Child Health	Highland Hospital Staff
6-19-62	Project Review	Professional Advisory Committee
6-20-62	Health Inventory Development	Consultant, Calif. State Dept. of Public Health
6-21-62	Geriatric Nursing Consultation	Chronic Disease Consultants, Calif. State Dept. of Public Health
6-27-62	Alcoholism Institute	Tuberculosis and Health Assn., Alameda County Council on Alcoholism
6-28-62	Interagency Workshop	
6-29-62	Interagency Workshop	
6-30-62	Interagency Workshop	
7-2-62	Interagency Workshop Review	
7-3-62	Volunteers	Alameda County Council of Social Planning, Volunteer Bureau
7-11-62	Project Interpretation	Physicians in Project Area
7-20-62	Orientation of Public Health Nurses to Highland Alameda County Hospital Clinic	
7-23-62	Orientation of Public Health Nurses to Highland Alameda County Hospital Clinic	
7-24-62	Project Interpretation	Interagency Project Citizens Advisory Committee
7-25-62	Hearing Conservation	Consultant, Calif. State Dept. of Public Health
8-9-62	Program Planning	Highland Alameda County Hospital Social Workers
8-20-62	Geriatric Program Consultations	Dr. Louis Ruschin, Professional Advisory Committee
8-21-62	Research Consultation	Dr. A. C. Hollister, Consultant, Calif. State Dept. of Public Health, and Professional Advisory Committee member





<u>DATE</u>	<u>TOPIC</u>	<u>INDIVIDUAL OR GROUP</u>
8-29-62	American Indian Newcomers	Miss Gallagher, Social Worker, American Friends Service Committee
8-30-62	Project Interpretation	Orientation Program, Oakland Police Dept., Juvenile Division
8-30-62	Project Interpretation	Rev. Wolfe, Oakland Council of Churches
9-14-62	Program Planning	Dr. Kesterson, Alameda Co. Welfare Dept.
9-26-62	Panel - Interagency Project	Castlemont High School P-TA
10-3-62	Project Interpretation, Program Planning	Oakland School Nurses
10-9-62	Health Inventory Consultation	Consultant, Calif. State Dept. of Public Health
10-10-62	Volunteers	Alameda County Council of Social Planning, Volunteer Bureau
10-11-62	Conference on Uses and Misuses of Social Research	Survey Research Center, University of California - Lake Tahoe Center
10-12-62	Conference on Uses and Misuses of Social Research	Survey Research Center, University of California - Lake Tahoe Center
10-13-62	Conference on Uses and Misuses of Social Research	Survey Research Center, University of California - Lake Tahoe Center
10-16-62	Public Health Nurses Orientation, Planned Parenthood	Planned Parenthood League of Alameda County
10-17-62	Nurses' Workshop	Alameda-Contra Costa Co. Nurses Assn.
10-18-62	Nurses' Workshop	Alameda-Contra Costa Co. Nurses Assn.
10-24-62	Social Survey Research Course - (10-24-62 - 12-12-62)	Survey Research Center, University of California
10-25-62	Project Interpretation	Mr. Shapiro, Principal, Madison Jr. Hi.
10-26-62	Social Work Coordination	Highland Alameda County Hospital Social Workers
10-30-62	Project Interpretation	Rev. Bailey, Allen Temple Baptist Church
11-7-62	Interagency Project - Panel	Radio Station KPFA
11-13-62	Prevention of Blindness Program	Consultants, Calif. State Dept. of Public Health
11-20-62	Project Interpretation	School Nurses Group of Alameda County



<u>DATE</u>	<u>TOPIC</u>	<u>INDIVIDUAL OR GROUP</u>
11-26-62	Data Processing	Mr. Walker, Alameda County Data Processing Center
11-27-62	Research Consultation	Dr. A. C. Hollister, Consultant, Calif. State Dept. of Public Health, and member of Professional Advisory Committee
11-30-62	Program Review	Professional Advisory Committee
12-5-62	School Drop-outs and Youth Employment	Berkeley Council of Social Planning
12-6-62	Prevention of Blindness Program	Consultants, Calif. State Dept. of Public Health
12-6-62	Social Work Coordination	Highland Alameda County Hospital Social Workers



ALAMEDA COUNTY HEALTH DEPARTMENT

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
P.H. Medical Officer	\$ 16,147.00	\$ 4,578.24	
Supv. P.H. Nurse	9,078.00	7,559.72	
Steno II (2)	11,264.00	6,224.89	
P.H. Social Worker II ( $\frac{1}{2}$ )	3,551.00	-0-	
P.H. Educator II ( $\frac{1}{2}$ )	3,924.00	556.79	
Nutritionist ( $\frac{1}{2}$ )	3,924.00	-0-	
	<u>47,888.00</u>	<u>18,919.64</u>	
Less 10% Salary Savings	<u>4,789.00</u>	<u>-0-</u>	
Personnel Total	\$ 43,099.00	\$ 18,919.64	\$ 23,269.93
<u>Operation and Maintenance</u>			
Supplies and Travel, etc.	\$ 2,260.00	\$ 3,046.00	\$ 4,299.96
<u>Capital Outlay</u>			
Equipment (amortization costs)	<u>641.00</u>	<u>2,665.29</u>	<u>3,325.96</u>
Total Foundation Contribution	\$ 46,000.00	\$ 24,630.93	\$ 30,895.85
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel</u>			
P.H. Analyst II *	\$ -0-	\$ 6,087.81	
P.H. Analyst I ( $\frac{1}{2}$ ) *	-0-	2,432.35	
Clerk II *	-0-	3,038.39	
Part-time Physician *	-0-	165.00	
Graduate Nurse (1) *	-0-	2,683.27	
P.H. Nurse (4)	31,468.00	25,414.42	
Sanitarian	<u>8,249.00</u>	<u>7,076.24</u>	
Personnel Total	\$ 39,717.00	\$ 46,897.48	\$ 58,569.46

\* Not included in original budget.





ALAMEDA COUNTY HEALTH DEPARTMENT

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1963	EXPENDITURES TO FEB. 28, 1963
<u>Operation and Maintenance</u>			
Supplies, Travel, etc.	\$ 2,634.00	\$ 5,841.39	\$ 10,256.93
<u>Capital Outlay</u>			
Equipment	<u>109.00</u>	<u>3,570.85</u>	<u>3,570.85</u>
Operation & Maintenance Total	\$ <u>2,743.00</u>	\$ <u>9,412.24</u>	\$ <u>13,827.83</u>
Total Agency Contribution	\$ 42,460.00	\$ 56,309.72	\$ 72,397.24
TOTAL-ALAMEDA COUNTY HEALTH DEPARTMENT			



17 1963

Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from March 1, 1962 to December 30, 1963

A. FINANCIAL

1. Agency Alameda County Health Department
2. Address 499 - 5th Street, Oakland, California (8654 East 14th Street, Oakland, California)
3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	<u>\$ 43,099.00</u>	<u>\$ 2,260.00</u>	<u>\$ 641.00</u>	<u>\$ 46,000.00</u>
2nd year	<u>43,099.00</u>	<u>2,260.00</u>	<u>641.00</u>	<u>46,000.00</u>
3rd year	<u>38,030.00</u>	<u>757.00</u>	<u>641.00</u>	<u>39,428.00</u>
TOTAL FUNDS	<u>\$ 124,228.00</u>	<u>5,277.00</u>	<u>1,923.00</u>	<u>131,428.00</u>

4. Funds Received to Date	<u>43,099.00</u>	<u>2,260.00</u>	<u>641.00</u>	<u>46,000.00</u>
5. Expenditures	<u>15,968.05</u>	<u>2,417.39</u>	<u>1,769.19</u>	<u>20,154.63</u>
6. Unexpended Balance	<u>27,130.95</u>	<u>-157.39</u>	<u>-1,128.19</u>	<u>25,845.37</u>
7. Encumbrances*	<u>3,861.57</u>	<u>1,098.55</u>	<u>345.16</u>	<u>5,305.28</u>
8. Unencumbered Balance	<u>23,269.38</u>	<u>-1,255.94</u>	<u>-1,473.35</u>	<u>20,540.09</u>

B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

10. Percent of Planned Program Completed

\* To Mar. 1, 1963





# B. STATISTICAL

	<u>3rd quarter report</u>	<u>4th quarter New</u>	<u>Year Total</u>
Children - Total	126	55	181
Post card follow-up	126	33	159
Offered Contract C.H.C.	-	20	20
Under contract	-	2	2
Adults - Total	101	149	250
Geriatric Multiphasic Screening	101	149	250
Families - Total	126	220	346
High-risk Prenatal	19	13	32
Newcomer			
Health Inventory only	-	25	25
Service	-	2	2
Home Visit Screening (estimated)	107	180	287



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from March 1, 1962 to Sept. 30, 1962

## FINANCIAL

1. Agency Alameda County Health Department
2. Address 499 - 5th Street, Oakland, California (8654 East 14th Street, Oakland, California)

## 3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>43,099.00</u>	\$ <u>2,260.00</u>	\$ <u>641.00</u>	\$ <u>46,000.00</u>
2nd year	<u>43,099.00</u>	<u>2,260.00</u>	<u>641.00</u>	<u>46,000.00</u>
3rd year	<u>38,030.00</u>	<u>757.00</u>	<u>641.00</u>	<u>39,428.00</u>
TOTAL FUNDS	\$ <u>124,228.00</u>	<u>5,277.00</u>	<u>1,923.00</u>	<u>131,428.00</u>

4. Funds Received to Date	<u>43,099.00</u>	<u>2,260.00</u>	<u>641.00</u>	<u>46,000.00</u>
5. Expenditures	<u>11,251.36</u>	<u>1,046.24</u>	<u>1,769.19</u>	<u>14,066.79</u>
6. Unexpended Balance	<u>31,847.64</u>	<u>1,213.76</u>	<u>-1,128.19 ***</u>	<u>31,933.21</u>
7. Encumbrances *	<u>13,082.54</u>	<u>2,242.31 **</u>	<u>0.00</u>	<u>15,324.85</u>
8. Unencumbered Balance	<u>18,765.10</u>	<u>-1,028.55</u>	<u>-1,128.19</u>	<u>16,608.36</u>

## STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>126</u>	<u>101</u>	<u>123</u>		<u>350</u>
Previous Quarter	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>
Project Total to Date	<u>126</u>	<u>101</u>	<u>123</u>		<u>350</u>

## 10. Percent of Planned Program Completed

30%

\* To Mar. 1, 1963

\*\* Includes total remodeling costs and costs of telephone installation.

\*\*\* Includes major portion of total equipment purchases for entire program period (3 years).



Office of the City Manager  
Oakland Interagency-Community Project  
QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

A. FINANCIAL

1. Agency Alameda County Health Department
2. Address 499 - 5th Street, Oakland, California
3. Yearly Committments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>43,099.00</u>	\$ <u>2,260.00</u>	\$ <u>641.00</u>	\$ <u>46,000.00</u>
2nd year	<u>43,099.00</u>	<u>2,260.00</u>	<u>641.00</u>	<u>46,000.00</u>
3rd year	<u>38,030.00</u>	<u>757.00</u>	<u>641.00</u>	<u>39,428.00</u>
 TOTAL FUNDS	 \$ <u>124,228.00</u>	 \$ <u>5,277.00</u>	 \$ <u>1,923.00</u>	 \$ <u>131,428.00</u>
4. Funds Received to Date	<u>43,099.00</u>	<u>2,260.00</u>	<u>641.00</u>	<u>46,000.00</u>
5. Funds Encumbered	<u>21,904.35</u>	<u>1,849.86 *</u>	<u>806.39 **</u>	<u>24,560.00</u>
6. Unencumbered Balance	<u>14,935.82</u>	<u>-280.79</u>	<u>-1,132.28</u>	<u>13,522.75</u>
7. Expenditures	<u>6,258.83</u>	<u>690.93</u>	<u>966.89 **</u>	<u>7,916.65</u>
8. Unexpended Balance	<u>36,840.17</u>	<u>1,569.07</u>	<u>-325.89</u>	<u>38,083.35</u>

\*\*\*\*\*

B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Previous Quarter	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Project Total to Date	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

10. Percent of Planned Program Completed

To date we have completed more than half of the planning for our project work, but have not yet begun to provide any service to clients.

\* Includes total remodeling costs and costs of telephone installation.

\*\* Includes major portion of total equipment purchases for entire program period (3 years).





SECTION V  
COUNCIL OF SOCIAL PLANNING - OAKLAND AREA

Oakland, California  
January 1963

MR. JOSEPH P. MALDONADO, EXECUTIVE DIRECTOR  
MISS CATHERINE STEARNS, AREA DIRECTOR  
MR. LAURENCE E. DAYTON, PROJECT DIRECTOR

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NARRATIVE STATEMENT FOR THE FORD FOUNDATION  
ON THE DISTRICT COMMUNITY COUNCIL PROJECT.

In the initial planning for District Community Councils in Oakland, the basic assumption was made that the proper use of competent, adequate staff would be essential to a successful program. Experience proved the validity of this assumption.

After an auspicious beginning with four Councils in operation financial problems made a reduction in staff necessary. Some of the initial impetus was lost, and the staff conditions under which the District Councils had to function were not conducive to growth. For a time only one consultant was available for all four of the existing Councils. The ratio originally considered to be proper was one consultant for each two Councils.

Although a second staff person was ultimately employed, ground had been lost which could not readily be regained. One Council (Eastlake) became inactive. Activity and participation were reduced in other Districts. At the time the grant money became available, the Council of Social Planning as the sponsor of the District Community Councils program was confronted with the certainty of eliminating one staff position, and the prospect of having to withdraw all staff service from District Councils.

The District Councils had not, under these circumstances, enjoyed a full opportunity to develop their potential as a constructive force in the community.

NEW STAFF

The grant money made it possible to inject new life into the District Council program. However, before tangible results of renewed vigor would be evident, it appeared that foundations would have to be strengthened and a re-building process set in motion.





One of the first steps toward revitalizing the program was to recruit knowledgeable, experienced personnel who shared the same concepts and enthusiasm and could work together as a team. A project director was obtained on April 1. Two staff members who were at that time assigned to the District Councils left the service of the Council of Social Planning the first of June. An able replacement for the consultant serving North Oakland and Sunset Councils was employed a month later. Two weeks later, a new consultant to give full time to the Baymont Council in the Interagency Project Area came to work, and it appeared that immediate staffing problems were solved. However, this man left after two months to take a position in South America. The Council of Social Planning was fortunate in obtaining the services of an able and energetic young man who came to Oakland from a successful experience with a neighborhood council in New York. He joined the staff on October 15.

The consultant in North Oakland and Sunset has undertaken an exhaustive review of programs and committees with the officers and boards of the respective Councils, and is making personal contacts aimed at increasing membership and participation, and is working on the development of ideas for new projects.

#### DEVELOPMENTS IN SUNSET

In the Sunset District, where the Acorn redevelopment project is located, the Council has geared a large part of its efforts to providing a reliable channel of communication between the redevelopment agency and the residents affected by redevelopment. In the last three months, the Council has provided the auspices under which a group of citizens give personal service to residents of Acorn who need help in securing documents required for applications for public housing.

Two new projects are in the beginning stages in the Sunset District. One is a family and home management center established on premises provided by the



Housing Authority for the purpose of furnishing advice and information on home management problems to residents of the area. This is in furtherance of community efforts to upgrade the care and maintenance of homes in the interest of physical conservation.

The other is a committee whose major function will be to keep residents of Oak Center, the second redevelopment area, informed regarding this project as it progresses.

#### EVENTS IN NORTH OAKLAND

One of the principal activities of the North Oakland Council since the new consultant was assigned was a series of meetings on the problems of law enforcement in the district and the role of the citizen in crime prevention.

Efforts are presently underway to develop a youth participation program, a conservation and clean-up project, and a committee to concern itself with problems related to the integration into their new neighborhoods of relocatees from the Acorn redevelopment project.

#### EASTLAKE REORGANIZATION

As soon as staff time was available, steps were taken toward reactivation of the Eastlake District Council in an enlarged geographical area. After numerous personal contacts by staff, a broadly representative reorganization committee, which included youth, was formed. The committee met once before the holidays. The next meeting is scheduled for early in January, with the prospect that the Council will be in operation again at an early date.

#### BAYMONT MOVES AHEAD

There have been many encouraging developments in the Baymont District Council program in the brief period since October 15.





A directory listing the public and voluntary services in this District for the information of newcomers, has been completed and published. (See copy attached). This was conceived by the Baymont Council as a helpful source of information to new residents, as well as a means of promoting the District Council's program and helping to make newcomers feel at home. Distribution of 5000 copies of the directory is about to be started through public and parochial schools, churches, recreation and health centers and other facilities.

#### ACTIVITY ON 64TH AVENUE

The 64th Avenue Conservation Committee of the Baymont Council continues to maintain a high level of morale and enthusiasm. Improved liaison with the police, restaking and where necessary replanting street trees, a street sweeping and haulaway day, and a Christmas party and pot luck supper which included newcomers on both 64th and 63rd Avenues are among the developments of the last three months.

Special mention should be made of a neighborhood recreation project on which the 64th Avenue group has embarked. This project stemmed from concern over a reported increase in teenage delinquency and vandalism in the area surrounding 64th Avenue.

A sub-committee on youth needs is planning to meet with Recreation Department personnel with a view to developing under joint sponsorship some special activities for teenagers in the neighborhood during evening and weekend hours. As presently conceived, the program would receive professional direction and supervision from the Recreation Department, supplemented by the volunteer assistance of 64th Avenue residents. The possibility of procuring an empty store front on East Fourteenth Street near 64th Avenue which might be fitted up and used for teenage dances and other recreational activities is being explored. Consideration is also being given to a larger program which would include such things as skating parties. School principals and ministers in the neighborhood have been solicited for their views on the problems and needs of youth in the area and for their support in the project.





### CONTACT WITH CITY COUNCIL AND PLANNING COMMISSION

One member specially designated by the Baymont Council's board of directors continues to attend all City Council and Planning Commission hearings at which items of interest or concern to East Oakland residents are scheduled for consideration. This special observer reports back to the board and general membership of the District Council, and seeks policy positions from that group on matters of special concern.

### MEMBERSHIP DEVELOPMENT

Development of new membership is an on-going activity. Staff is in the process of developing some specific efforts to obtain participation in parts of the Baymont Council district which thus far have been relatively inactive. Special meetings sponsored by the Council at the request of residents in these areas on matters of particular concern to them are seen as one means of stimulating interest and enlisting new members.

### POLICE LIAISON

In response to a feeling of need for an established channel of communication between the Baymont Council and the Oakland Police Department, a plan has been worked out under which a permanently assigned police captain maintains regular contact with the Council by attending all board meetings and many of the general membership meetings.

This special relationship is proving a means of providing accurate and up-to-date information to East Oakland residents on police activities in their neighborhood, a means of directly communicating particular concerns, and a means of allaying unnecessary anxiety and dispelling rumors and mis-information as they may arise. From both the police and the community standpoint, this new arrangement is proving effective and mutually helpful.



### SCHOOLS STUDY CENTER

This project involves the formation of a committee of Baymont Council members to serve in an advisory capacity to the Oakland Schools Interagency Project staff in developing and carrying on a successful and well-attended study center program peripheral to two of the project schools.

For the past two months, the Baymont Council committee has been meeting on a regular basis with the school study center coordinator in order to develop means by which an effective channel of communication with the community can be firmly established. Efforts in this direction have been geared toward participation of Baymont Council in procuring volunteers as needed for the program. It is anticipated that the Baymont Council will reflect community sentiment in reacting to the content of the program, as well as in proposing other parts of the Council district where there is need for a similar project.

Fundamental to this working relationship between the citizens and the schools is a recognition of the value of continuing the study center program after financial assistance from the Ford Foundation terminates, and consequently the need for the community to itself participate in planning toward this end in a responsible and thoughtful fashion.

### MOUNTAIN BOULEVARD TRAFFIC STUDY

Parents of children who must cross Mountain Boulevard in the Eastmont and Sequoyah Hills sections of East Oakland on their way to and from school recently expressed anxiety over traffic conditions on this arterial which they believed to be hazardous. Their concern was communicated to the Baymont Council, which decided to sponsor a meeting at which the parents concerned could discuss the problem directly with city and state officials responsible for traffic controls. The meeting was held in December. Some 45 parents and principals of both the





public and parochial schools involved, explored the matter on a first hand basis with representatives of the police traffic division, the city traffic engineer, the school safety division and the state division of highways.

As a result of the meeting, city officials agreed to review existing traffic controls at the critical locations and seek means to alleviate the situation. A sub-committee of parents was formed to follow up on the review.

Some of the parents involved in this matter have now become members of the Baymont Council, thus giving the Council representation from an area in which there had previously been little or no participation.

#### TASSAFORANGA RECREATION PROJECT

An exciting new Baymont project has to do with providing special recreation facilities adjacent to the Tassaforanga temporary public housing site on 85th Avenue.

The Baymont Council had previously been active in supporting the cause of playground development in this neighborhood. The Recreation Department owns a small parcel of land next to the housing site. This parcel is presently unused and is too small for a regular playground establishment.

The president of the Baymont Council jointly with a resident of the Tassaforanga area conceived the idea of the citizens of East Oakland raising the necessary funds and constructing interim facilities for the use of Tassaforanga children. The idea was promptly approved by the Baymont Council board and general membership, and the Recreation Department has promised full cooperation.

The plan contemplates construction of a "frontier village", which is a wooden shell replica of an early western town. A similar construction in another part of the city has proved highly successful and attractive to children. Churches, schools and parent's groups in the neighborhood are giving their support in



planning and in financing the project.

#### BROOKFIELD CONSERVATION PROJECT

Plans are just getting underway for the development of a home improvement and conservation project in a portion of Brookfield Village where some serious physical problems exist. The proposal originated with several homeowners in the area and received unanimous approval of the Baymont Council board. One hundred and forty residents have been invited to an initial planning session early in January.

#### FLOOD CONTROL

Renewed interest in flood control, which had been the subject of an earlier study by the Baymont Council, followed the heavy October rains which caused serious flood damage. A special committee was set up to study possible county flood control measures which might be invoked to guard against future flooding of creeks in the district.

#### YOUTH PARTICIPATION

Intensive efforts to involve youth actively in the Baymont Council are planned for early in 1963, beginning with buzz sessions at which youth will meet with adult leaders and representatives of various public and civic groups for an exchange of ideas, concerns and needs from the standpoint of youth and of the public and private organizations.

Whereas specific projects are underway which seek to meet some of the needs of youth, and it is expected that young people will take part in the 64th Avenue and Tassaforanga recreation projects, there has been a recognized lack of youth participation in District Council planning. The initial "get-togethers" are looked to as a means of generating the incentive and stimulus which will overcome this deficiency.





### CITY CHARTER REVISION

The Baymont Council is planning to study in depth proposed revisions in the Oakland City Charter as they are developed by the city's charter revision committee. A study committee chairman has been appointed and additional members of the committee will be selected early in 1963. Staff will work closely with this group in preparation for public hearings on charter revision scheduled for July, 1963.

Another issue of general interest to residents of East Oakland is the location for the new Oakland City College. It is anticipated that this question will be made a subject for study by the Baymont Council at the appropriate time.

### INVOLVEMENT OF NEWCOMERS

There is recognition by the Baymont Council of the community need for efforts to obtain the maximum integration of new arrivals in East Oakland neighborhoods and their participation in community programs. A special membership meeting in November was devoted specifically to a consideration of the impact of urban renewal and relocation on the Baymont district.

The newly published directory of resources marks the beginning of efforts to reach new arrivals. It is believed that newcomers' participation in conservation and other Baymont sponsored programs can be greatly increased, and the Baymont Council board is planning to set up a special committee to work specifically toward this end.

### GENERAL DEVELOPMENTS

Apart from activities in the several districts which have been herein summarized, there have been other significant developments which should play a part in promoting the District Council program.





## STATEMENT ON DISTRICT COUNCILS

Need has been felt for a general statement covering the nature and purposes of District Community Councils, the established policies under which they function, and relationships to the District Community Councils Committee and the Council of Social Planning as the sponsoring organization. Intensive work by the Executive Committee of the Council of Social Planning - Oakland Area, with the help of staff, has produced such a statement. It has been reviewed by staff with the presidents of the District Councils, and will be presented to the Council of Social Planning board for consideration at its January meeting.

## DISTRICT COMMUNITY COUNCILS COMMITTEE

In its capacity as advisory to the Council of Social Planning board on matters related to District Councils, this Committee has developed a set of goals for the Council of Social Planning in the promotion of District Councils. These goals include the following:

1. To sponsor workshops in leadership training and development for Board and Committee members of District Councils.
2. To provide a series of inter-district meetings on specific subjects of neighborhood and community-wide concern, such as neighborhood conservation, relocation incident to redevelopment, etc.
3. To clarify and further interpret to District Councils their role in the Oakland Interagency Project.
4. To take action as quickly as possible to organize a District Council for the Eastlake area, as part of the long-range goal of organizing District Councils throughout the city.
5. To re-examine the District Council's handbook and to revise where necessary, with the assistance of the District Councils.
6. To provide to the District Councils information on specific White House Conference recommendations regarding youth participation in District Councils, and such other White House Conference recommendations as may be of value to District Councils in connection with their program.

Steps are already being taken toward accomplishment of these goals.



The District Community Councils Committee, which is a standing committee of the Council of Social Planning - Oakland Area charged under the by-laws with the dual function of "fostering District Councils" and advising the board in relation to District Councils, is presently undergoing a self-appraisal to determine the full scope of its responsibility and to decide whether changes either in purpose or structure may be desirable to achieve maximum effectiveness.

#### BOARD MEMBER INSTITUTE

Top priority in the goals above mentioned was given to a workshop or institute for orientation and leadership development for members of the District Council Boards. This responsibility was assigned to staff, which is planning for the first of such institutes early in February, 1963.

#### HANDBOOK FOR LEADERS

In anticipation of these workshops, staff is putting the finishing touches on a handbook for leaders which can be used as a training aid and as a guide by officers, board members and committee chairmen.

#### "THERE'S A PLACE FOR YOU"

Under this theme, the Council of Social Planning - Oakland Area will feature District Community Councils at its general membership meeting January 25. The story of District Councils in Oakland will be presented in dramatized form. As the new year starts, District Community Councils in Oakland appear to be on the threshold of significant progress.

Respectfully submitted,

J. P. Maldonado, Executive Director  
Council of Social Planning - Alameda County

January 4, 1963





## OAKLAND INTERAGENCY PROJECT

COUNCIL OF SOCIAL PLANNING-OAKLAND AREA

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1963	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>	\$ 28,480.00	\$ 18,484.96	\$ 23,514.35
<u>Operation and Maintenance</u>			
Materials, Equipment, Rent,	<u>5,520.00</u>	<u>3,710.50</u>	<u>4,004.83</u>
Total Foundation Contribution	\$ 34,000.00	\$ 22,195.46	\$ 27,519.18
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel</u>			
Administration	\$ 8,480.00	\$ 4,340.00	
Contributions	19,000.00	10,141.40	
Other Sources	<u>-0-</u>	<u>-0-</u>	<u>          </u>
Total Agency Contribution	\$ 27,480.00	\$ 14,481.40	\$ 17,179.00
TOTAL-COUNCIL OF SOCIAL PLANNING- OAKLAND AREA	\$ 61,380.00	\$ 36,676.86	\$ 44,689.18



Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from October 1, 1962 to Dec. 31, 1962

A. FINANCIAL

1. Agency Council of Social Planning (District Community Councils)

2. Address 337 - 13th Street, Oakland 12, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>28,480</u>	\$ <u>4,970</u>	\$ <u>550</u>	\$ <u>34,000</u>
2nd year	<u>28,480</u>	<u>4,970</u>	<u>550</u>	<u>34,000</u>
3rd year	(Allocation dependent on ability to raise other funds to balance budget)			<u>28,900</u>
TOTAL FUNDS	\$ <u>          </u>	<u>          </u>	<u>          </u>	<u>96,900</u>

4. Funds Received to Date	<u>28,480.00</u>	<u>4,970.00</u>	<u>550.00</u>	<u>34,000.00</u>
5. Expenditures	<u>18,484.96</u>	<u>3,710.50</u>		<u>22,195.46</u>
6. Unexpended Balance	<u>9,995.04</u>	<u>1,259.50</u>	<u>550.00</u>	<u>11,804.54</u>
7. Encumbrances*	<u>4,220.64</u>	<u>524.00</u>		<u>4,744.64</u>
8. Unencumbered Balance	<u>5,774.40</u>	<u>735.50</u>	<u>550.00</u>	<u>7,059.90</u>

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B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>Not applicable</u>				
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

10. Percent of Planned Program Completed

\* To Mar. 1, 1963

Cannot be measured this way.



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from July 1, 1962 to Sept. 30, 1962

## A. FINANCIAL

1. Agency Council of Social Planning (District Community Councils)2. Address 337 - 13th Street, Oakland 12, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ 28,480	\$ 4,970	\$ 550	\$ 34,000
2nd year	28,480	4,970	550	34,000
3rd year	(Allocation dependent on ability to raise other funds to balance budget)			28,900
TOTAL FUNDS	\$			96,900

4. Funds Received to Date	28,480.00	4,970.00	550.00	34,000.00
5. Expenditures	12,749.39	2,765.20		15,514.59
6. Unexpended Balance	15,730.61	2,204.80	550.00	18,485.41
7. Encumbrances*	5,805.85	680.97		6,486.82
8. Unencumbered Balance	9,924.76	1,523.83	550.00	11,998.59

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## B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	Not applicable				
Previous Quarter					
Project Total to Date					

10. Percent of Planned Program Completed

\* To Mar. 1, 1963

Cannot be measured this way.





## QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

## FINANCIAL

1. Agency Council of Social Planning (District Community Councils)

2. Address 377 - 13th Street, Oakland 12, California

- ### 3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ 28,480	\$ 4,970	\$ 550	\$ 34,000
2nd year	28,480	4,970	550	34,000
3rd year	(Allocation dependent on ability to raise other funds to balance budget)			28,900
TOTAL FUNDS	\$	\$	\$	\$ 96,900

- |                           |                  |                 |               |                  |
|---------------------------|------------------|-----------------|---------------|------------------|
| 4. Funds Received to Date | <u>28,180.00</u> | <u>1,970.00</u> | <u>550.00</u> | <u>31,000.00</u> |
| 5. Funds Encumbered       | <u>15,786.77</u> | <u>857.00</u>   |               | <u>16,643.77</u> |
| 6. Unencumbered Balance   | <u>5,719.69</u>  | <u>1,113.00</u> | <u>550.00</u> | <u>10,112.69</u> |
| 7. Expenditures           | <u>6,943.54</u>  | <u>2,084.23</u> |               | <u>9,027.77</u>  |
| 8. Unexpended Balance     | <u>21,536.46</u> | <u>2,855.77</u> | <u>550.00</u> | <u>24,972.23</u> |

.....

### B. STATISTICAL

- | 9. Number of Clients served: | Children | Adults | Families | Groups | Total |
|------------------------------|----------|--------|----------|--------|-------|
|                              |          |        |          |        |       |

Current Quarter	<u>Not applicable</u>
-----------------	-----------------------

Previous Quarter \_\_\_\_\_

Project Total to Date \_\_\_\_\_

- ### 10. Percent of Planned Program Completed

Cannot be measured this way.









SECTION VI  
ASSOCIATED AGENCIES

Oakland, California  
January 1963

EXECUTIVE COMMITTEE OF THE ASSOCIATED AGENCIES  
MR. WAYNE E. THOMPSON, CITY MANAGER, CHAIRMAN  
MR. ALVIN TAYLOR, JUVENILE CONTROL COORDINATOR



THE ASSOCIATED AGENCIES ELEMENTARY SCHOOL PROJECT:

A Report on the First Nine Months of Operation

Submitted by the  
Executive Committee of the Associated Agencies

Oakland, California

January, 1963



## I. BACKGROUND STATEMENT

Of the wide variety of social problems confronting local officials in the United States, one of the most challenging is the need for more effective control and prevention of juvenile delinquency. It is at the community and neighborhood level that the violence and frequency of juvenile disorder confronts the average citizen. That city, county, and school district officials are concerned about the problem is revealed in their confusion about solutions. This latter point is clearly suggested in the conflicting approaches to the problem that are characteristic of the public agencies dealing with youth, including police, schools, recreation, welfare, probation, health, and parole. Each agency represents a point of view that often has led in the past to basic inconsistencies in dealing with the same youth or family. The need for coordination of the efforts of these agencies is fundamental, yet the concepts and organizational structure needed to facilitate it have been slow in developing. At the same time, the increasing pressures of juvenile disorder have forced public officials in many communities to create new service agencies to deal specifically with disruptive youth. The success of these efforts is now being evaluated across the country.

A somewhat different approach to the problems of juvenile disorder has been taken in Oakland, California. The basic assumptions upon which the program has been built are as follows:

1. Increased control over youth behavior, particularly at the secondary school level, is not only necessary but appropriate as a starting point for community action.
2. Increased control, however, cannot be accomplished by any one agency. The effective coordination of all existing services is essential.
3. Traditionally, the community has looked to the public agencies to enforce control over youth activities. Agencies such as police, probation, and schools have been expected to deal with and resolve problems of juvenile disorder. Equally important, however, have been the supportive services such as recreation, welfare, and health. Only through the combined efforts of both the authoritative and supportive agencies is it possible to effect a realistic program of juvenile control. In short, there is a need for diversified agency controls and supports.
4. In spite of the fact that official agencies serving youth are administered from different governmental jurisdictions (city, school district, county, and state), it is possible to overcome differences in points of view and procedures as a result of close operational coordination at executive, middle management, and field operations levels.
5. The firm commitment of top management to the need for closer coordination is essential.





6. In a community like Oakland, the existing service agencies are adequate for the task. The creation of new or special agencies to deal with disruptive youth is unnecessary, particularly if existing services are strengthened through the aggressive recruitment of qualified personnel and the intensive training of present staff.
7. Finally, it is necessary to build a continuing framework for interagency coordination if the program is to endure. The name given to that framework in Oakland is "The Associated Agencies."

The Associated Agencies program in Oakland first began in 1957 and has continued to expand since that time. The public agencies presently participating in the program are the:

#### City of Oakland

Office of the City Manager  
Oakland Police Department  
Oakland Recreation Department  
Oakland Building & Housing Department

#### County of Alameda

Alameda County Probation Department  
Alameda County Welfare Department  
Alameda County Health Department

#### Oakland Unified School District

Oakland Public Schools

#### State of California

California Youth Authority

The present program operates at three organizational levels:

Executive Committee: This group provides general policy direction and is composed of the eight participating department heads and the City Manager of Oakland, who serves as chairman of the Committee.

Coordinating Committee: A middle management group carrying city-wide responsibility for the day-to-day operations of the program, this committee is chaired by an assistant superintendent of schools and includes a representative from each of the participating agencies.

Field Sections: The ultimate success of the Associated Agencies program rests on the effectiveness of the field operations. There are



six different geographical or field sections operating under the present program. Each of the six sections meets regularly and is attended by representatives from each of the participating agencies, including selected staff members from all of the secondary schools and recreation centers in a given geographical area. The field sections meet twice monthly to review the status of juvenile problems specific to the area. Agency representatives attending at this level work directly with the youth. Their need to communicate freely and quickly with each other about juvenile problems in the area is well established. The pattern and frequency of their contacts between meetings is equally important to the success of the program.

## II. A SEARCH FOR NEW DIRECTIONS

In spite of the appropriateness of increased control as a starting point for closer interagency coordination in the juvenile field, it was readily recognized that "control" alone was not enough to cope with the more fundamental problems related to the social and ethnic transition under way in Oakland in 1961. Hence, a comprehensive community proposal (including both private and public agency projects) was initiated under the auspices of the Associated Agencies and forwarded to the Ford Foundation during 1961. One of the major projects suggested at that time was an Associated Agencies project at the elementary school level. It was proposed that the new project shift focus from juvenile control at the secondary school level to coordinated preventive action at the elementary school level. At the same time, there was continued recognition that the line between effective controls and prevention programs is a difficult one to distinguish.

The Associated Agencies officially launched the proposed project on March 1, 1962, following an announcement by the Ford Foundation of its intention to support the project in part.

## III. PROJECT GOALS

Consistent with the broad goals outlined for the Oakland Interagency Project as a whole, the Associated Agencies Project will attempt, through more effective interagency coordination, to increase the effectiveness of participating agencies to prevent, insofar as a full utilization of their resources permit, the conditions which materially affect the social, emotional, or physical maladjustment or retardation of children at the elementary school level. Suggested steps necessary to the accomplishment of this goal are:

1. More effective case finding by all agencies.
2. More consistent and thorough pooling of case information.
3. More consistent multi-agency planning for work with specific youth and their families, including joint decisions on the need for stronger social controls, social supports, or some new combination of agency controls and





supports.

4. The identification and assignment of primary and secondary agencies to work with selected cases.

#### IV. ACCOMPLISHMENTS TO DATE

In order to facilitate the planning and implementation of the above goals, the Coordinating Committee of the Associated Agencies organized a Project Steering Committee composed of representatives of each of the participating agencies. The Alameda County Probation Department representative was asked to chair the Committee and has done so for the past eight months.

Tasks assigned to the Steering Committee were the following:

- I. The establishment of a coordinating group at the elementary school level.
- II. The identification of those youth in the Project area who are already known to agencies as evidencing antisocial patterns of behavior.
- III. The development of procedures for the pooling of information regarding specific individuals and families.
- IV. The development of a multi-agency plan of action for dealing with specific problem situations.
- V. The development of appropriate research procedures for recording and evaluating actions taken during the Project.
- VI. The functioning of the Associated Agencies as a "clearinghouse" for reports and problems of other projects in the Castlemont area (inter-project coordination at the neighborhood level). This last task was subsequently transferred to the Oakland Interagency Project Coordinator's office at the request of the Associated Agencies Executive Committee.

Beginning in April of 1962, the Steering Committee has met regularly in an effort to place the Elementary School Project into operation as quickly as possible. Steps taken to date parallel closely the tasks assigned to the Steering Committee as noted above.

Step 1: The proposed coordinating group in the Project area was organized in April. The first meetings of the group focused on the orientation of agency personnel both to the Associated Agencies program at the secondary school level and to the approaches suggested for the Elementary School Project. This group completed its preliminary work prior to the end of school in June.



Step 2: At the direction of the Steering Committee, all participating agencies prepared lists of potential problem youth in the Project area, which included a cluster of six elementary schools and a major recreation facility.

Step 3: The Oakland Police Department, through its Research Division, agreed to prepare an IBM master list of the names submitted. A cross check of the 541 referred names revealed that approximately 70 percent of them were submitted by 2 or more agencies.

Step 4: Based on the large number of cases referred, a desire to retain a child in the Project for the three-year period, and the fact that the Project is basically designed as a coordinating effort, it was recommended by the Steering Committee that priority be given to youth who would meet the following criteria: (a) age ten or below; and (b) known to three or more agencies. A selected case list of some 81 youth who met the above criteria has been prepared and distributed.

Step 5: A series of forms (face sheet, history sheet, action sheet, work sheet, and summary sheet) to facilitate the pooling of information and processing of cases selected for action at the Unit level were prepared and have been used effectively to date. Completed cases will be forwarded to the Research Division of the Police Department for data processing.

Step 6: In order to refer additional youth to the Project, an IBM referral card has been designed and is presently being used by all agencies. As a result, the master list and the selected case list will be revised periodically.

Steps 5 and 6 above were accomplished through subcommittees of the Project Steering Committee.

Step 7: Once the forms were prepared, the Project was ready for implementation in the field. It was launched officially on September 28 with a meeting of the Project Unit. Since that date, the field Unit has met twice monthly. To date, 30 cases have been selected for presentation at Unit meetings. In addition, 19 acute cases have been discussed and action initiated at field Unit meetings.

Step 8: In order to facilitate Unit meetings and to establish priority for case consideration, the Project Steering Committee organized a Case





Selection Committee composed of representatives from each of the agencies. The tasks of the Case Selection Committee are to review those cases meeting Project criteria and to present them at Unit meetings, where specific agency plans are made for handling each case.

Case Selection Committee members are charged with the responsibility for preparation of the uniform face and history sheets prior to Case Selection Committee meetings. Operating experience also indicated that it was productive for the Case Selection Committee to make recommendations to the Unit on alternative procedures that might be used in a specific case. This procedure has worked effectively.

Step 9: The development of a coordinated plan of action has been the most difficult task to date. Agency points of view, traditional casework approaches, and legal restrictions on agency representatives have made progress in this area understandably slow. However, the experimental nature of the Project and the increasing flexibility of agency representatives in specific cases suggests that newer methods of operation and cooperation are both possible and desirable. For example, it has been possible to assign "primary" and "secondary" agencies in specific cases. Additionally, it is often possible to reach a joint agreement on whether new agency "supports", new "controls", or a new combination of controls and supports should be applied in a given case. Both the formal designating of a "primary" agency or agencies and the ability to reach a joint decision on increased or decreased controls or supports represent important conceptual and procedural advances in the Associated Agencies Project. Both concepts are now being introduced in the Associated Agencies secondary school program as a result of their effective use at the elementary school level.

Step 10: During the past several months, the Building and Housing Department of the City of Oakland has been added to the Associated Agencies program, both at the secondary school level and at the Elementary School Project level. Experience to date indicates that approximately 20 percent of the families identified by the IBM master list are known as problems to the Building and Housing Department. Several specific cases have demonstrated the effectiveness of integrating social rehabilitation with physical rehabilitation programs.





Step 11: Increased emphasis has been placed in recent months on the development of appropriate research procedures for recording and evaluating actions taken during the Project. The Project Steering Committee has appointed a subcommittee on standards of measurement and evaluation. That subcommittee is working closely with the Research Director for the Oakland Interagency Project. Indices of program success or failure have been tentatively identified and discussed with the Research Director. This area will receive increased attention in the immediate future.

#### V. SUMMARY STATEMENT

A review of progress to date indicates that the Associated Agencies Elementary School Project is proceeding as planned.<sup>1</sup> Field operations have been under way for the past three months, and there have been no major complications. A general review of the Project is anticipated at the end of the present school year.

However, the question of expansion to a second field unit has been raised by Ford representatives. Such an expansion would present staffing problems for several of the participating agencies. Part of the difficulty arises from the fact that only four of the present agencies have Foundation funds available for the Associated Agencies Project. Two agencies did not request funds, and one agency's request was not met. Since the announcement of the grant, one additional agency, the Building and Housing Department of the City of Oakland, has been added to the Associated Agencies program. Continued expansion of the Elementary School Project without additional funds will present serious operational problems for at least half of the agencies involved. This matter will receive detailed attention at the next meeting of the Associated Agencies Executive Committee in January of 1963.

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<sup>1</sup>It should be noted that two supplementary reports on the Associated Agencies Project have been prepared by the Alameda County Probation Department and the California Youth Authority and submitted to the Coordinator for the Oakland Interagency Project.



## OAKLAND INTERAGENCY PROJECT

CITY MANAGER'S OFFICE-ASSOCIATED AGENCIES

## FINANCIAL STATEMENT\*

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Steno-Clerk	\$ 2,250.00		
Retirement	<u>264.00</u>		
Total Personnel	\$ 2,514.00	\$ 826.60	\$ 1,218.60
<u>Operation and Maintenance</u>	\$ <u>1,500.00</u>	\$ <u>599.45</u>	\$ <u>918.87</u>
Total Foundation Contribution	\$ 4,014.00	\$ 1,426.05	\$ 2,137.47
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel**</u>			
Coordinator ( $\frac{1}{4}$ Time)	\$ -0-	\$ 2,379.00	\$ 2,976.50
<u>Operation and Maintenance</u>	1,300.00	443.26)	
<u>Capital Outlay</u>	<u>300.00</u>	<u>827.00)</u>	1,443.12
Total Agency Contribution	\$ 1,600.00	\$ 3,649.26	\$ 4,419.62
TOTAL-ASSOCIATED AGENCIES	\$ 5,614.00	\$ 5,075.31	\$ 6,557.09

\*Ten months - March through December.

\*\*Not shown in original proposal budget.





Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from October 1, 1962 to December 31, 1962

A. FINANCIAL

1. Agency Office of the City Manager, Associated Agencies Division

2. Address City Hall

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>2,514</u>	\$ <u>1,500</u>	\$ <u>          </u>	\$ <u>4,014</u>
2nd year	<u>2,514</u>	<u>1,500</u>	<u>          </u>	<u>4,014</u>
3rd year	<u>2,451</u>	<u>200</u>	<u>          </u>	<u>2,651</u>
TOTAL FUNDS	\$ <u>7,479</u>	<u>3,200</u>	<u>          </u>	<u>10,679</u>

4. Funds Received to Date	<u>2,514.00</u>	<u>1,780.54**</u>	<u>          </u>	<u>4,294.54</u>
5. Expenditures	<u>826.60</u>	<u>522.45</u>	<u>          </u>	<u>1,426.05</u>
6. Unexpended Balance	<u>1,687.40</u>	<u>1,181.09</u>	<u>          </u>	<u>2,868.49</u>
7. Encumbrances*	<u>1,687.40</u>	<u>14.37</u>	<u>          </u>	<u>1,702.27</u>
8. Unencumbered Balance	<u>-0-</u>	<u>1,166.22</u>	<u>          </u>	<u>1,166.22</u>

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B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>49</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>49</u>
Previous Quarter	<u>0</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>0</u>
Project Total to Date	<u>49</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>49</u>

10. Percent of Planned Program Completed

20%

\* To Mar. 1, 1963

\*\* A total of 469.46 was returned to the Trust Fund as of June 29, 1962.



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from July 1, 1962 to September 30, 1962

## A. FINANCIAL

1. Agency Office of the City Manager, Associated Agencies Division2. Address City Hall

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>2,514</u>	\$ <u>1,500</u>	\$ <u>          </u>	\$ <u>4,014</u>
2nd year	<u>2,514</u>	<u>1,500</u>	<u>          </u>	<u>4,014</u>
3rd year	<u>2,451</u>	<u>200</u>	<u>          </u>	<u>2,651</u>
TOTAL FUNDS	\$ <u>7,479</u>	<u>3,200</u>	<u>          </u>	<u>10,679</u>

4. Funds Received to Date 2,514 1,780.54 \*\*\* 4,294.545. Expenditures 434 418.96 852.966. Unexpended Balance 2,080 1,361.58 3,441.587. Encumbrances\* 2,080 51.08 2,131.088. Unencumbered Balance -0- 1,310.50 1,310.50

## STATISTICAL

9. Number of Clients served: Children Adults Families Groups Total

Current Quarter Non ApplicablePrevious Quarter                     Project Total to Date                     

10. Percent of Planned Program Completed

15%

\* To Mar. 1, 1963

\*\*\* A total of \$469.46 was returned to the Trust Fund as of June 29, 1962.



Office of the City Manager  
Oakland Interagency-Community Project  
QUARTERLY REPORT

For Period from March, 1962 to June, 1962

FINANCIAL

1. Agency Office of the City Manager, Associated Agencies Division

2. Address City Hall

3. Yearly Committments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>2,514</u>	\$ <u>1,500</u>	\$ <u>          </u>	\$ <u>4,014</u>
2nd year	<u>2,514</u>	<u>1,500</u>	<u>          </u>	<u>4,014</u>
3rd year	<u>2,451</u>	<u>200</u>	<u>          </u>	<u>2,651</u>
 TOTAL FUNDS	 \$ <u>7,479</u>	 \$ <u>3,200</u>	 \$ <u>          </u>	 \$ <u>10,679</u>

4. Funds Received to Date	<u>                                </u>	<u>750.00</u>	<u>                                </u>	<u>750.00</u>
5. Funds Encumbered	<u>                                </u>	<u>47.37</u>	<u>                                </u>	<u>47.37</u>
6. Unencumbered Balance	<u>                                </u>	<u>387.20</u>	<u>                                </u>	<u>387.20</u>
7. Expenditures	<u>                                </u>	<u>315.43</u>	<u>                                </u>	<u>315.43</u>
8. Unexpended Balance	<u>                                </u>	<u>434.57</u>	<u>                                </u>	<u>434.57</u>

\*\*\*\*\*

STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>Non Applicable</u>	<u>                                </u>	<u>                                </u>	<u>                                </u>	<u>                                </u>
Previous Quarter	<u>                                </u>	<u>                                </u>	<u>                                </u>	<u>                                </u>	<u>                                </u>
Project Total to Date	<u>                                </u>	<u>                                </u>	<u>                                </u>	<u>                                </u>	<u>                                </u>
10. Percent of Planned Program Completed					<u>10%</u>





SECTION VII  
BAY AREA URBAN LEAGUE

Oakland, California  
January 1963

MR. KENNETH SMITH, EXECUTIVE DIRECTOR

MR. PRESTON TAYLOR, DIRECTOR OF LEADERSHIP DEVELOPMENT



BAY AREA URBAN LEAGUE  
LEADERSHIP DEVELOPMENT PROJECT ANNUAL REPORT

NARRATIVE

Background

Basically, the Urban League's Project involves developing leadership potential in the Negro newcomer population by discovering those who have the education and background which may be useful on boards and committees of public and private agencies. These potential leaders need orientation to the benefits that such participation brings in serving the needs of their community more directly. The important benefits of citizen involvement and participation are rewarding to themselves as well as to the community.

Many of the Negro newcomer population have the education and economic security to permit their immediate involvement in boards and committees of public bodies and voluntary agencies. But there is also the need for developing understanding of community service, interest in rendering such service, and personal dedication to carry out these responsibilities in the interest of a total community without regard to race, religious creed, color, or national origin. The Urban League's Leadership Development Project is placing major emphasis on the development of a reservoir--persons who have had the training and who are otherwise prepared to serve effectively on boards and committees.

There is another segment of the Negro newcomer population which is perhaps even larger than the above-mentioned group. This group is composed of persons who also have training and who have achieved a measure of economic stability, but who need to better understand the structure and functioning of the broader community of Oakland. These persons have the potential for leadership but need to be reached in and through their in-group activity with programs devised to aid them in emerging with understanding and interest in assuming community responsibility through service on boards and committees of





public bodies and voluntary agencies. A major focus of the Urban League's Leadership Development Project is the active recruitment and the development of such persons.

The project is staffed by a single professional worker, the Director of Leadership Development. Under the supervision of the Executive Director and as an integral part of the Oakland Interagency Project, the Director of Leadership Development works to discover, recruit and develop training situations for the development of Negro leadership which may in turn be made available for board and committee service to voluntary agencies and public bodies. He is also developing a complete file of Oakland based voluntary agencies and public bodies and will further develop groupings of these agencies and bodies in keeping with his evaluation of their impact on the community at large. The Director of Leadership Development is also working to develop relationships with these agencies and public bodies and community resources to the end of creating a climate conducive to an increase in the number of qualified Negroes on these boards and committees.

The focus of the level of involvement results from the recognition of several factors:

1. Its ultimate importance as it affects the community,
2. The staff time and money allocated to the Urban League for this project, and
3. The availability of persons who have the training, background, interest and the potential to serve effectively in strategic leadership positions.

#### Summary of Project Activities

Prior to the date of employment of the project director, September 1, 1962, the Urban League was able to participate in only a very limited way in the Oakland Interagency Project. Orientation sessions for project personnel were attended by the Urban League's Acting Area Supervisor for the East Bay and



by the League's Consultant Resource person. The Acting Area Supervisor served on the Interagency Project Operations Committee through December 10, 1962, when he was relieved of supervisory responsibility for the project because of a new assignment and larger responsibility. During the period prior to the project director's employment the Acting Area Supervisor was in contact with Oakland churches, organizations and individuals in the interest of the Leadership Development Project. In addition, he was in contact with representatives of other agencies participating in the Oakland Interagency Project.

Since the date of employment of the project director major activities have been those designed primarily for orientation purposes, community relations, and development of structure for program.

Initial efforts were those in continued discussion with the Acting Area Supervisor and the League's Consultant Resource persons designed to "catch-up" as it were. Valuable assistance was received from both. His orientation completed, the project director now has assumed all those responsibilities related to the project. He now serves on the Oakland Interagency Project Operations Committee and the Field Liaison Committee.

Highlighting activities in the area of community relations were speeches by the project director at the November 15, weekly meeting of the Associated Real Property Brokers and the November 21, meeting of the Men of Tomorrow.

The first group, the Associated Real Property Brokers is composed of Negro realtors of Oakland and as such represent a readily identifiable group of potential leaders. In fact, a number among them have already demonstrated the ability to work effectively in those situations with which this project is concerned. Continued discussions with members of the group and their leadership have brought assurance of full cooperation and a willingness to participate in project activities and to lend support in the achievement of project goals.

The second group, the Oakland Men of Tomorrow, is a highly successful Negro civic organization composed of Negro business and professional men which





has the objective of developing interest in and concern for community service. the project director has been able to establish a close working relationship with this group. Serving as consultant to the Program Committee, for the Men of Tomorrow's 1963 Conference on Community Services he has been actively involved in the planning of this annual affair.

This year's two day conference will be co-sponsored by the University of California, University Extension, and is now scheduled for the second or fourth week in June. It will be held on the campus of the University. The conference will explore the problems of Negro youth and how the community can contribute to the solution of these problems.

In addition to the above the project director has held numerous conferences with representatives of other professional agencies in the community. One such series of conferences has led to the structuring of a leadership conference programmed primarily for minority-group leadership of West Oakland. The conference will be co-sponsored by the Urban League and the Sunset District Council, Oakland Council of Social Planning. This meeting is scheduled for January 15. It is envisioned that this working relationship between these two agencies will continue in the area of community education.

#### Program Projection for 1963

The "tooling-up" process has continued throughout the first four months of employment of the project director. Early in this period a deadline of the last week in December was established for completion of a program prospectus for the year 1963. (See attached Program Prospectus). No effort was made to spell-out specific program activities in the Program Prospectus; but rather the goal was that of developing broad guidelines. In addition, it is expected that program activity developed within this framework will readily lend themselves to measurement and evaluation.





## PROGRAM PROSPECTUS

### DEFINITION OF TERMS

Project areas are classified as:

- On-Going . . . . . (end of the project not possible in foreseeable future)
- Long Range . . . . . (two years or more to complete project)
- Short Range . . . . . (year to fifteen months to complete project)

#### Emergency Projects:

Any program prospectus in the League must take into account those unexpected problems and/or situations which require attention but have not been anticipated in the program prospectus.

Projects are classified according to priority. This classification has three categories.

- Urgent . . . . . (first priority)
- Necessary . . . . . (second priority)
- Needed . . . . . (third priority)



AN ABBREVIATED LISTING OF PROJECT GOALS  
FOR PROGRAM YEAR 1963

Leadership Development

Develop activities around issues of concern to the minority-group community which will furnish opportunity for leadership development.

Leadership Placement

Make specific effort to broaden the participation of minority-group individuals in those decision making activities which affect the total community.

Community Education

Plan and carry out appropriate methods of interpreting the purpose and methods of the Urban League to those segments of the community whose constructive support and understanding is needed to achieve our objectives.

Consultant Services

Furnish consultant services on minority-group problems to business, labor, government, social agencies, schools and other appropriate community organizations for the specific purpose of promoting mutual understanding, respect and cooperation in those situations where traditional practice has had a negative impact.

Research and Fact-Finding

The Director of Leadership Development will make every effort to promote research and fact-finding activities to the end that accomplishment of project goals will be assured.

Note:

Review, further study and on-going re-evaluation may result in necessary change to program prospectus.





A CLASSIFIED STATEMENT OF PROJECT GOALS  
FOR PROGRAM YEAR 1963

The projects listed in the 1963 Program Prospectus represents priority area for the operation of the program of leadership development. In addition, the normal functions and day-to-day work will be sustained in response to the service demands and the successive development of community problems and needs.

Leadership Development  
(On-Going--Urgent)

A continuing effort will be made to develop activities around issues of concern to the minority-group community

which will furnish opportunity for leadership development.

Leadership Placement  
(Long Range--Urgent)

A continuing effort will be made to identify boards and committees whose decisions affect the total community

and to actively pursue the acceptance and participation of members of the minority-group in the decision making activities of these boards and committees.

Community Education  
(On-Going--Needed)

Publicity and promotion will be designed to interpret the purpose and methods of the Urban League to those segments of

the community whose constructive support and understanding is needed to achieve our objectives.

Consultant Services  
(On-Going--Necessary)

Consultant services on minority-group problems will be furnished to business, labor, government, social agencies,

schools and other appropriate community organizations for the specific purpose of promoting mutual understanding, respect and cooperation in those situations where traditional practice has had a negative impact.

Research and Fact-Finding  
(On-Going--Urgent)

To the end that accomplishment of project goals will be assured, research and fact-finding will be a continuing activity.



## OAKLAND INTERAGENCY PROJECT

BAY AREA URBAN LEAGUE

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Professional, Community Organization	\$ 7,800.00	\$ 2,600.00	
Clerk-Steno ( $\frac{1}{2}$ )	2,100.00	689.00	
Retirement	<u>854.00</u>	<u>285.52</u>	<u>          </u>
Personnel Total	\$ 10,754.00	\$ 3,574.52	\$ 5,331.56
<u>Operations and Maintenance</u>	\$ <u>846.00</u>	<u>283.72</u>	<u>414.59</u>
Total Foundation Contribution	\$ 11,600.00	\$ 3,858.24	\$ 5,746.15
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel*</u>	\$ -0-	\$ 1,127.00	\$ 1,127.00
<u>Operations and Maintenance</u>	<u>4,736.00</u>	<u>1,343.00</u>	<u>1,343.00</u>
Total Agency Contribution	\$ 4,736.00	\$ 2,470.00	\$ 2,470.00
TOTAL-BAY AREA URBAN LEAGUE	\$ 16,336.00	\$ 6,328.24	\$ 8,216.15

\*Not included in original budget.



Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from October 1, 1962 to December 31, 1962

FINANCIAL

1. Agency BAY AREA URBAN LEAGUE

2. Address 640 - 14th Street, Oakland 12, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>10,754.00</u>	\$ <u>846.00</u>	\$ <u>-0-</u>	\$ <u>11,600.00</u>
2nd year	<u>10,754.00</u>	<u>846.00</u>	<u>-0-</u>	<u>11,600.00</u>
3rd year	<u>10,754.00</u>	<u>-0-</u>	<u>-0-</u>	<u>10,754.00</u>
TOTAL FUNDS	\$ <u>32,262.00</u>	<u>1,692.00</u>	<u>-0-</u>	<u>33,954.00</u>

4. Funds Received to Date	<u>10,754.00</u>	<u>846.00</u>	<u>-0-</u>	<u>11,600.00</u>
5. Expenditures	<u>3,574.52</u>	<u>283.72</u>	<u>-0-</u>	<u>3,858.24</u>
6. Unexpended Balance	<u>7,179.48</u>	<u>562.28</u>	<u>-0-</u>	<u>7,741.76</u>
7. Encumbrances*	<u>1,792.34</u>	<u>141.02</u>	<u>-0-</u>	<u>1,933.36</u>
8. Unencumbered Balance	<u>5,387.14</u>	<u>421.26</u>	<u>-0-</u>	<u>5,808.40</u>

C O P Y	NUMBER OF	
	SESSIONS	PARTICIPANTS
Committee Meetings	3	36
Group Meetings	9	360
Informational and Interpretive Contacts	2	45
Individual Conference	13	17
Total	27	458
Current Quarter	27	458
Previous Quarter	36	64
Project Total To Date	63	522





Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from July 1, 1962 to September 30, 1962

A. FINANCIAL

1. Agency BAY AREA URBAN LEAGUE
2. Address 640 - 14th Street, Oakland 12, California
3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>10,754.00</u>	\$ <u>846.00</u>	\$ <u>-0-</u>	\$ <u>11,600.00</u>
2nd year	<u>10,754.00</u>	<u>846.00</u>	<u>-0-</u>	<u>11,600.00</u>
3rd year	<u>10,754.00</u>	<u>-0-</u>	<u>-0-</u>	<u>10,754.00</u>
TOTAL FUNDS	\$ <u>32,262.00</u>	<u>1,692.00</u>	<u>-0-</u>	<u>33,954.00</u>

4. Funds Received to Date	<u>10,754.00</u>	<u>846.00</u>	<u>-0-</u>	<u>11,600.00</u>
5. Expenditures	<u>875.46</u>	<u>10.73</u>	<u>-0-</u>	<u>886.19</u>
6. Unexpended Balance	<u>9,878.54</u>	<u>835.27</u>	<u>-0-</u>	<u>10,713.81</u>
7. Encumbrances*	<u>4,624.45</u>	<u>323.00</u>	<u>-0-</u>	<u>4,947.45</u>
8. Unencumbered Balance	<u>5,254.09</u>	<u>512.27</u>	<u>-0-</u>	<u>5,766.36</u>

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B. STATISTICAL (Please refer to Item B on the attachment)

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

10. Percent of Planned Program Completed                                 

\* To Mar. 1, 1963



Office of the City Manager  
Oakland Interagency-Community Project  
QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

FINANCIAL

1. Agency Bay Area Urban League

2. Address 640 - 14th Street, Oakland 12, California

3. Yearly Committments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ 10,754	\$ 846	\$ --	\$ 11,600
2nd year	10,754	846	--	11,600
3rd year	10,754	--	--	10,754
 TOTAL FUNDS	 \$ 32,262	 \$ 1,692	 \$ --	 \$ 33,954

4. Funds Received to Date \$ 10,754 \$ 846 \$ -- \$ 11,600

5. Funds Encumbered -- -- -- --

6. Unencumbered Balance 10,754 846 -- 11,600

7. Expenditures -- -- -- --

8. Unexpended Balance 10,754 846 -- 11,600

\*\*\*\*\*

STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	--	--	--	--	--
Previous Quarter	--	--	--	--	--
Project Total to Date	--	--	--	--	--

10. Percent of Planned Program Completed ?





SECTION VIII

ALAMEDA COUNTY PROBATION DEPARTMENT

Oakland, California  
January 1963

MR. LORENZO S. BUCKLEY, CHIEF PROBATION OFFICER

MR. HRAYR TERZIAN, ASSISTANT CHIEF PROBATION OFFICER



## OAKLAND INTERAGENCY PROJECT

### Annual Narrative Report

#### Alameda County Probation Department

The following report briefly describes the participation of the Probation Department in the Oakland Interagency Project during the first nine months of the project's operation. A more detailed and comprehensive report submitted by the Associated Agencies will recount in far greater detail the progress and activities of the total Associated Agencies Project within which the Probation Department is operating.

#### A. Agency Participation

It is believed that this agency has functioned to the full extent of its commitment to the project. It is, for example, actively represented on the total project organizational levels in the following manner:

1. The Executive Committee by Mr. Lorenzo S. Buckley, Chief Probation Officer, Alameda County. This committee establishes policy and provides guidance for the total project.
2. The Project Operations Committee by Mr. Hrayr Terzian, Assistant Chief Probation Officer. This group directs the activities of the total project.
3. The Field Liaison Committee (Supervisors and Consultants) by Mr. Philip J. Erlwein, Senior Deputy Probation Officer, the staff person assigned full time to the project. This committee is composed of supervisory and/or consultant representatives from the various agencies. Its function is to provide the opportunity whereby personnel from the various agencies can:  
(a) familiarize themselves with programs and developments of the other agencies, (b) plan jointly for inter-related activities, and (c) develop suggestions and recommendations for consideration of higher levels.

Beyond the area of total project involvement this agency participates most actively in the Associated Agencies' phase of the project. Participation extends from the executive level to that of line-level involvement. Mr. Buckley meets regularly with the executives of other public agencies involved in the Associated Agencies Project to provide leadership and overall policy and guidance. The Coordinating Committee of the Associated Agencies provides supervision to a comparable committee (Steering Committee) operating on the project level. Mr. Robert Baker, a Senior Deputy Probation Officer, represents this Department on the Coordinating Committee.



As the Probation Department's full-time representative in the Oakland Interagency Project, Mr. Philip J. Erlwein attends all meetings of any elementary level program of the Associated Agencies which have been established. He is chairman of the Steering Committee and a member of the Case Selection Committee and of the first unit (Unit I). In brief, these groups perform the following functions:

1. The Steering Committee has a planning and advisory role and is responsible to the Coordinating Committee.
2. The Case Selection Committee selects, researches, and presents selected cases to the Unit for subsequent action.
3. The Unit is the backbone of the project, the grass root extension of all the planning, effort, and experience that preceded the final development of the project. The Unit is made up of the line-level workers--the school principle, the police officer, the caseworker, and the nurse--who will discuss the cases and problems presented to them and attempt to provide practical solutions.

In addition to the above, Mr. Erlwein is, or has been, a member of the following subcommittees:

- (a) The Evaluation and Measurements Subcommittee which, in close collaboration with the research director, is attempting to arrive at ways and means to evaluate the Associated Agencies Elementary School Project. This subcommittee has the additional function of revising and finalizing recording formats.
- (b) The Forms Subcommittee which evaluated the needs and designed the recording formats currently in use.
- (c) The "Guide" Subcommittee which prepared a "Procedures, Case Recording, and Processing Guide" to facilitate the orientation of line workers into the total project scheme and the operational techniques.

Mr. Erlwein has also collected, compiled, and reproduced in number, an operational manual of the methods, techniques, and forms currently used in recording juvenile data by the governmental departments participating in the Oakland Associated Agencies. This manual has been distributed to all of the agencies and should prove of particular value to the research director.

In concluding this section of the report it may be stated that the administration of this agency and its assigned personnel have participated fully in the project. Mr. Erlwein has performed in varying degrees all of his duties as listed in the Proposal to the Ford Foundation. As an additional bonus, he is performing, to a limited degree thus far, a central interagency reference source to the other members of the Probation Department staff.





## B. Project Evaluation

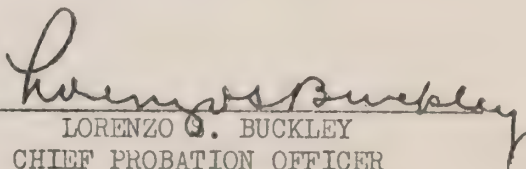
Unit I met for the first time on an "operational" basis on September 28, 1962. It was at this time that the first cases--selected and acute--were discussed, evaluated, and acted on. Prior to the above date, the project functions had been carried on largely through the efforts of the Steering Committee and its subcommittees to which was entrusted the task of organizational development and planning. The accomplishments of these groups, it is believed, are gratifying, but much still remains to be done particularly in the area of research and evaluation.

Progress since the first operational unit meeting has also been satisfactory. Thirty cases have been reviewed by the Case Selection Committee, and many of these have been presented to the Unit for evaluation and action. Further, numerous problems, generally acute in nature, have been presented to the Unit by various agency representatives. It is felt that in most instances of both selected and acute referrals, workable solutions have evolved from group discussions.

The greatest accomplishment, however, in the eyes of the writer, is the sincere and keen interest displayed by each of the agency representatives. Cooperation and collaboration has become routine and expected. Face-to-face dealings with representatives of other agencies and orientations into their agencies' functions and limitations, has done much to dispell misunderstandings, duplications, inconsistencies, and contradictions. Through a joint approach to situations of mutual concern, a sharing of functions, many problems have been eliminated. The result has been to present a united front in dealing with the recipients of agency services and a greater economy of operation.

The Probation Department and its project representative have performed an instrumental and active role in the project's development and functions thus far. There remains now greater opportunity for this agency's representative to become more actively involved in actual supervision of project youth and their families.

Submitted by

  
LORENZO G. BUCKLEY  
CHIEF PROBATION OFFICER



## OAKLAND INTERAGENCY PROJECT

ALAMEDA COUNTY PROBATION DEPARTMENT

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Senior Deputy Probation Officer*	\$ 9,600.00	\$ 8,154.00	\$ 9,850.67
Total Foundation Contribution	\$ 9,600.00	\$ 8,154.00	\$ 9,850.67
<u>AGENCY CONTRIBUTION:</u>			
<u>Personnel**</u>	\$ -0-	\$ 1,565.00	\$ 1,880.59
<u>Operation and Maintenance</u>	3,726.00	3,150.00	3,726.00
Total Agency Contribution	\$ 3,726.00	\$ 4,670.00	\$ 5,606.59
TOTAL-ALAMEDA COUNTY PROBATION DEPARTMENT	\$ 13,326.00	\$ 12,824.00	\$ 15,457.26

\*Effective date of program was March 6, 1962.

\*\*1/3 Stenographer II salary and County Contributions for salaries and benefits; not included in original budget.





COUNTY OF ALAMEDA  
PROBATION DEPARTMENT  
FORD FOUNDATION GRANT

Financial Statement of: February 28, 1962 through February 28, 1963

Senior DPO

Salary	1 month @ 705.36	705.36	
	3 months @ 710.00	2,130.00	
	8 months @ 745.00	<u>5,960.00</u>	8,795.36
County Contributions to Ret. @ 9.34%	821.92		
County Contribution for Health	36.00		
Compensation Insurance			
(Class 9410 Rate .306/100 - 3/62)	8.68		
(Class 9410 Rate .4522/100 - 7/62)	<u>26.95</u>	35.63	
FICA (3.125% of 4800)	4800 - -1352 (2 x 676) <u>3448</u> x 3.125	1962	107.74
3.625% of 1490 - (2 x 745)	1963	<u>54.02</u>	<u>1,055.31</u>
	Total		9,850.67

Stenographer II

Salary	12 months @ 415.00 + 3		1,660.00
County Contribution to Retirement 9.34% x 1660	- 155.04		
County Contribution for Health (12 x \$3 + 3)	12 -		
Compensation Insurance			
(Class 8810 Rate .108/100 March '62)	.60		
(Class 8810 Rate .1428/100 July '62)	<u>1.58</u>	2.18	
FICA (3.125% of 3970 + 3)	1962	41.35	
(3.625% of 830 + 3)	1963	<u>10.02</u>	<u>51.37</u>
			<u>220.59</u>
			1,880.59



Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from October 1, 1962 to December 31, 1962

FINANCIAL

1. Agency PROBATION DEPARTMENT - COUNTY OF ALAMEDA

2. Address 1266 - 18th Street, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>9600.00</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>9600.00</u>
2nd year	<u>9600.00</u>	<u>0</u>	<u>0</u>	<u>9600.00</u>
3rd year	<u>9600.00</u>	<u>0</u>	<u>0</u>	<u>9600.00</u>
 TOTAL FUNDS	 \$ <u>28,800.00</u>	 <u>0</u>	 <u>0</u>	 <u>28,800.00</u>

4. Funds Received to Date	<u>9600.00</u>	<u>0</u>	<u>0</u>	<u>9600.00</u>
5. Expenditures	<u>8045.43</u>	<u>0</u>	<u>0</u>	<u>8045.43</u>
6. Unexpended Balance	<u>1554.57</u>	<u>0</u>	<u>0</u>	<u>1554.57</u>
7. Encumbrances*	<u>1554.57</u>	<u>0</u>	<u>0</u>	<u>1554.57</u>
8. Unencumbered Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

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STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>21**</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>21</u>
Previous Quarter	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Project Total to Date	<u>21</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>21</u>

10. Percent of Planned Program Completed

28%

\* To Mar. 1, 1963



Office of the City Manager  
OAKLAND INTERAGENCY PROJECT

QUARTERLY REPORT

For Period from July 1, 1962 to Sept. 30, 1962

A. FINANCIAL

1. Agency PROBATION DEPARTMENT, COUNTY OF ALAMEDA

2. Address 1266 - 18th Street, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>9,600.00</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>9,600.00</u>
2nd year	<u>9,600.00</u>	<u>0</u>	<u>0</u>	<u>9,600.00</u>
3rd year	<u>9,600.00</u>	<u>0</u>	<u>0</u>	<u>9,600.00</u>
TOTAL FUNDS	\$ <u>28,800.00</u>	<u>0</u>	<u>0</u>	<u>28,800.00</u>

4. Funds Received to Date	<u>9,600.00</u>	<u>0</u>	<u>0</u>	<u>9,600.00</u>
5. Expenditures	<u>5,585.04</u>	<u>0</u>	<u>0</u>	<u>5,585.04</u>
6. Unexpended Balance	<u>4,014.96</u>	<u>0</u>	<u>0</u>	<u>4,014.96</u>
7. Encumbrances*	<u>4,014.96</u>	<u>0</u>	<u>0</u>	<u>4,014.96</u>
8. Unencumbered Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

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B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Previous Quarter	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Project Total to Date	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

10. Percent of Planned Program Completed

19%

\* To Mar. 1, 1963





Office of the City Manager  
 Oakland Interagency-Community Project  
 QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

FINANCIAL

1. Agency PROBATION DEPARTMENT, COUNTY OF ALAMEDA

2. Address 1266 - 18th Street, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>9600.00</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>9600.00</u>
2nd year	<u>9600.00</u>	<u>0</u>	<u>0</u>	<u>9600.00</u>
3rd year	<u>9600.00</u>	<u>0</u>	<u>0</u>	<u>9600.00</u>
 TOTAL FUNDS	 \$ <u>28,800.00</u>	 \$ <u>0</u>	 \$ <u>0</u>	 \$ <u>28,800.00</u>

4. Funds Received to Date	<u>9600.00</u>	<u>0</u>	<u>0</u>	<u>9600.00</u>
5. Funds Encumbered	<u>6494.50</u>	<u>0</u>	<u>0</u>	<u>6494.50</u>
6. Unencumbered Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
7. Expenditures	<u>3105.50</u>	<u>0</u>	<u>0</u>	<u>3105.50</u>
8. Unexpended Balance	<u>6494.50</u>	<u>0</u>	<u>0</u>	<u>6494.50</u>

STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Previous Quarter	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Project Total to Date	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
10. Percent of Planned Program Completed					<u>9%</u>



ALAMEDA COUNTY  
PROBATION DEPARTMENT

A. Financial Detail.

1. Gross Salaries:	1 month	\$613.19	\$
	3 months	710.00	2,743.19
2. Workmen Compensation (.306% per \$100.00)	1 month	1.88	
	3 months	2.17	8.39
3. Health Insurance	4 months	3.00	12.00
4. F.I.C.A. (3.125% of gross salary)	4 months		85.72
5. Retirement (9.34%)	1 month	57.27	
	4 months	66.31	256.20
March, 1962 - June, 1962, Expenditures:			\$3,105.50





SECTION IX  
CALIFORNIA YOUTH AUTHORITY

Oakland, California  
January 1963

MR. ARNOLD SCOTT, REGIONAL SUPERVISOR OF PAROLES  
MISS JOYCE MC BRIDE, SUPERVISING PAROLE AGENT



OAKLAND INTER-AGENCY PROJECT  
ANNUAL REPORT

SUBJECT: DEPARTMENT OF THE YOUTH AUTHORITY  
AND YOUTH AUTHORITY COORDINATOR'S  
PARTICIPATION

A. Summarization of the Youth Authority's Participation in the Oakland Inter-Agency Project.

1. Executive Committee, Oakland Inter-Agency Project

Youth Authority Representative:

Mr. Heman G. Stark, Director, Department of the Youth Authority is represented on this committee by Mr. Arnold Scott, Regional Supervisor of Parole.

2. Inter-Agency Project Operations Committee

Youth Authority Representative:

Mr. William C. McCord, Supervising Parole Agent, Oakland Office, represents the Youth Authority on this committee.

3. Inter-Agency Project Field Liaison Committee

Youth Authority Representative:

The Youth Authority Coordinator represents the agency at the meetings of this committee.

FUNCTION:

To develop and improve communication among the agency representatives who direct operational activities and to acquaint participating agencies related to Ford Foundation Projects with the operations and objectives of one another.

B. Summarization of Youth Authority Coordinator's Participation in Associated Agencies Project.

1. Member of the Associated Agencies Elementary School Project Steering Committee.

FUNCTION:

Establish, review and change, when necessary, the general operating procedures under which the elementary school units in the project area will work.



B. Summarization of Youth Authority Coordinator's Participation in Associated Agencies Project (CONTINUED):

2. Member of the Associated Agencies Elementary School Project Steering Sub-Committee.

FUNCTION:

- a.) Consider ways to evaluate the elementary school project.
  - b.) Revision and completion of the directions for use of forms which constitute the case record on each project youth.
3. Chairman of the Associated Agencies Elementary School Project Case Selection Committee.

FUNCTION:

- a.) Establish criteria for selecting names from the master file to be studied and staffed.
  - b.) Select names from the master file list and discuss case material submitted by each agency involved. The Committee also decides which cases are suitable for presentation to the Associated Agencies Elementary School Project Unit. It designates which agency or agencies provides primary and secondary services to the project youth and his or her family. Further, the Committee assigns the agency which is to present the case or cases at the unit meetings.
  - c.) Consider cases submitted by one or more agencies which have acute problems and are to be avaluated and later discussed at unit meetings.
4. Regular attendance at meetings of the Associated Agencies Elementary School Project Unit.

Youth Authority Coordinator's Function:

- a.) Act as Chairman of the group on a rotating basis.
- b.) When the case selection committee has designated the Youth Authority as the primary agency and this agency has been assigned to present the case, the Youth Authority Coordinator assists the Student Intern in obtaining social information concerning various home, community or school situations. This includes accompanying the Intern when visits are made to the home of a selected project youth. In addition, the Youth Authority Coordinator observes and participates in the joint Intern-Family discussions and counselling sessions. Further, the Coordinator assists the Intern in preparing summaries of the social information obtained





4. Regular attendance at meetings of the Associated Agencies Elementary School Project Unit.

b.) CONTINUED:

as well as results of any counselling sessions. This information is then presented jointly at the unit meetings.

- c.) The Coordinator informs and interprets to the other agencies information concerning any modification of Youth Authority rules and procedures, as well as personnel changes which would relate to this agency's participation in the project.

C. Evaluation of the Youth Authority's participation in the Oakland Inter-Agency Project.

1. It is the conviction of this agency that "where we can contribute to strengthening community cooperation between agencies and familial responsibility and integration through appropriate casework services, we reduce the potential numbers of clients needing our specialized correctional and rehabilitative services."
2. In line with the above statement, the writer is of the opinion that this coordinated effort has increased the parole agent's understanding of other agencies' functions and improved the parole agent's ability to communicate and cooperate with the other members of the Associated Agencies. The improvement in both cooperation and coordination of services has made it possible for a number of agencies to face a common problem in concert; thereby preventing minor situations from becoming critical, social problems.
3. Further, the parole agent is able to provide stronger social supports to parolees and their families facing serious problems of adjustment.
4. Also, provide stronger social controls towards encouraging parolees and parental figures to meet the expectations of the community with respect to behavior. Where support, control and service are coordinated in a common effort by the community's social institutions, family life is strengthened, crime and delinquency are reduced and the healthy, dynamic community makes economic progress possible.

*Thomas M. Holmes*

THOMAS M. HOLMES  
Youth Authority Coordinator  
Oakland Inter-Agency Project



## OAKLAND INTERAGENCY PROJECT

CALIFORNIA YOUTH AUTHORITY

## FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC. 31, 1962	EXPENDITURES TO FEB. 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Parole Agent II	\$ 8,520.00		
Costs *	<u>1,152.00</u>		
Personnel Total	\$ 9,672.00	\$ 5,042.57	\$ 6,594.13
Total Foundation Contribution	\$ 9,672.00	\$ 5,042.57	\$ 6,594.13
<u>AGENCY CONTRIBUTION: **</u>			
<u>Personnel</u>			
Supervising Parole Agent ( $\frac{1}{4}$ Time)	\$ -0-	\$ 1,239.30	\$ 1,620.62
Stenographer ( $\frac{1}{2}$ Time)	<u>-0-</u>	<u>1,558.31</u>	<u>2,037.79</u>
Personnel Total	\$ -0-	\$ 2,797.61	\$ 3,658.41
<u>Operations and Maintenance</u>	\$ <u>-0-</u>	\$ <u>2,325.12</u>	\$ <u>2,555.74</u>
Total Agency Contribution	\$ -0-	\$ 5,122.73	\$ 6,214.15
TOTAL-CALIFORNIA YOUTH AUTHORITY	\$ 9,672.00	\$ 10,165.30	\$ 12,808.28

\* Unforeseen at time original budget submitted - Additional funds received from contingency fund per Citizens Advisory Committee.

\*\* Not included in original budget.





DEPARTMENT OF THE YOUTH AUTHORITY  
STATE OF CALIFORNIA

BUDGET SUMMARY REMARKS

The Youth Authority did not actively participate in the Associated Agencies Elementary School Project until June 18, 1962, when the Community Specialist (Parole Agent II) position was filled.

Although the position of Community Specialist (Parole Agent II) was created March 1, 1962, it was not filled until June 18, 1962. The salary savings between these two dates amounted to \$2,754.03.

Youth Authority services and equipment contributed to the Supervising Parole Agent position on a quarter-time basis between June 18, 1962, and March 1, 1963, are as follows:

SERVICE

One-quarter Supervising Parole Agent (One-quarter salary \$2,072.50 per year plus retirement @ 7.5% based on average age and salary, and health insurance @ \$5.00 per month.)	\$ 1,620.62
Office Space - 16' x 10'	116.68
Telephone	8.67
TOTAL:	\$ 1,745.97

EQUIPMENT

Desk	\$ 150.00
Chair	57.00
Side Chair	30.00
TOTAL:	\$ 237.00

GRAND TOTAL: \$ 1,982.97



DEPARTMENT OF THE YOUTH AUTHORITY  
STATE OF CALIFORNIA

BUDGET SUMMARY REMARKS (CONTINUED)

PAGE TWO

Youth Authority services and equipment contributed to the Youth Authority Community Specialist (Parole Agent II) position between June 18, 1962, and March 1, 1963, are as follows:

SERVICE

Office Space - 16' x 10'	\$ 466.70
Telephone	34.76
Travel Expenses	70.84
Automobile Mileage	53.10

TOTAL: \$ 625.40

EQUIPMENT

Desk	\$ 150.00
Chair	57.00
Side Chair	30.00
Dictaphone	118.00
File Cabinet	90.00

TOTAL: \$ 445.00

GRAND TOTAL: \$ 1,070.40

Youth Authority stenographic services and equipment contributed for the Community Specialist (Parole Agent II) position between June 18, 1962, and March 1, 1963, are as follows:

SERVICE

One-half Stenographer (One-half salary \$2,640.00 per year plus retirement @ 6.7% based on average age and salary, and health insurance @ \$5.00 per month.)	\$ 2,037.79
---	-------------

Office Space - 16' x 10'	233.35
Service Unit for Typewriter & Transcriber	27.64

TOTAL \$ 2,298.78

EQUIPMENT

Desk	\$ 150.00
Chair	45.00
Typewriter (Electric)	432.00
Transcriber	235.00

TOTAL \$ 862.00

GRAND TOTAL: \$ 3,160.78

APPROVED BY: /s/ Joyce McBride  
Supervising Parole Agent



## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from Oct. 1, 1962 to Jan. 1, 1963

## FINANCIAL

1. Agency Department of the Youth Authority, State of California2. Address Rm. 2002, 1111 Jackson Street, Oakland 7, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>8,520.00</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>8,520.00</u>
2nd year	<u>8,520.00</u>	<u>0</u>	<u>0</u>	<u>8,520.00</u>
3rd year	<u>8,520.00</u>	<u>0</u>	<u>0</u>	<u>8,520.00</u>
 TOTAL FUNDS	 \$ <u>25,560.00</u>	 \$ <u>0</u>	 \$ <u>0</u>	 \$ <u>25,560.00</u>

4. Funds Received to Date	<u>9,672.00</u>	<u>0</u>	<u>0</u>	<u>9,672.00</u>
5. Expenditures to Date	<u>5,144.62</u>	<u>0</u>	<u>0</u>	<u>5,144.62</u>
6. Unexpended Balance	<u>4,527.38</u>	<u>0</u>	<u>0</u>	<u>4,527.38</u>
7. Encumbrances*	<u>1,551.54</u>	<u>0</u>	<u>0</u>	<u>1,551.54</u>
8. Unencumbered Balance	<u>3,975.84</u>	<u>0</u>	<u>0</u>	<u>3,975.84</u>

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## STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>0</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>5</u>
Previous Quarter	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Project Total to Date	<u>0</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>5</u>

10. Percent of Planned Program Completed

28%

\*To Mar. 1, 1963





## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from July 1, 1962 to Sept. 30, 1962

## FINANCIAL

1. Agency Department of the Youth Authority, State of California2. Address Room 2002, 1111 Jackson Street, Oakland 7, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>8,520</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>8,520</u>
2nd year	<u>8,520</u>	<u>0</u>	<u>0</u>	<u>8,520</u>
3rd year	<u>8,520</u>	<u>0</u>	<u>0</u>	<u>8,520</u>
TOTAL FUNDS	\$ <u>25,560</u>	<u>0</u>	<u>0</u>	<u>25,560</u>

4. Funds Received to Date	<u>9,672.</u>	<u>0</u>	<u>0</u>	<u>9,672.</u>
5. Expenditures	<u>2,978.</u>	<u>0</u>	<u>0</u>	<u>2,978.</u>
6. Unexpended Balance	<u>6,694.</u>	<u>0</u>	<u>0</u>	<u>6,694.</u>
7. Encumbrances*	<u>6,444.</u>	<u>0</u>	<u>0</u>	<u>6,444.</u>
8. Unencumbered Balance	<u>250.</u>	<u>0</u>	<u>0</u>	<u>250.</u>

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## B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
Previous Quarter	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Project Total to Date	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>

10. Percent of Planned Program Completed

15%

\* To Mar. 1, 1963



Office of the City Manager  
Oakland Interagency-Community Project  
QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

A. FINANCIAL

1. Agency Department of the Youth Authority, State of California
2. Address Room 2002, 1111 Jackson Street, Oakland 7, California
3. Yearly Committments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>8,520</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>8,520</u>
2nd year	<u>8,520</u>	<u>0</u>	<u>0</u>	<u>8,520</u>
3rd year	<u>8,520</u>	<u>0</u>	<u>0</u>	<u>8,520</u>
 TOTAL FUNDS	 \$ <u>25,560</u>	 \$ <u>0</u>	 \$ <u>0</u>	 \$ <u>25,560</u>

4. Funds Received to Date	<u>9,672.00</u>	<u>0</u>	<u>0</u>	<u>9,672.00</u>
5. Funds Encumbered	<u>6,234.88</u>	<u>0</u>	<u>0</u>	<u>6,234.88</u>
6. Unencumbered Balance	<u>2,947.12</u>	<u>0</u>	<u>0</u>	<u>2,947.12</u>
7. Expenditures	<u>490.00</u>	<u>0</u>	<u>0</u>	<u>490.00</u>
8. Unexpended Balance	<u>9,182.00</u>	<u>0</u>	<u>0</u>	<u>9,182.00</u>

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B. STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Previous Quarter	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Project Total to Date	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
10. Percent of Planned Program Completed					<u>0</u>





SECTION X  
RESEARCH, EVALUATION, AND PROGRAM DEVELOPMENT

Oakland, California  
January 1963

MR. WAYNE E. THOMPSON, CITY MANAGER

DR. C. WILSON RECORD, DIRECTOR OF RESEARCH



## SECTION X

### RESEARCH, EVALUATION, AND PROGRAM DEVELOPMENT

#### A. Organization of the Research Advisory Committee

The first step taken in organization of the program of Research, Evaluation and Program Development was organization of the Research Advisory Committee.

This committee is constituted of the following outstanding scholars who are located in this area:

Chairman: Dr. Theodore L. Reller, Acting Chairman, Department of Education, University of California

Dr. Sanford M. Dornbusch, Chairman, Sociology Department, Stanford University

Dr. Charles Y. Glock, Director, Survey Research Center, University of California

Dr. Eugene Lee, Assistant Director, Bureau of Public Administration, University of California

Dr. Joseph Lohman, Dean, School of Criminology, University of California

Dr. Sherman Maisel, Professor of Business Administration, University of California

Dr. Edward S. Rogers, Professor of Public Health and Medical Administration, University of California

Dr. Eliot Studdt, Project Director, Inmate-Staff Community Project, Institute for the Study of Crime and Delinquency, 2416 Ashby Avenue, Berkeley 5, California

Dr. Davis McEntire, (Project Consultant) Professor of Social Welfare, University of California

#### B. Appointment of the Research Director

After an extensive search and upon consultation with the Project Executive Committee, City Manager Wayne Thompson appointed Dr. C. Wilson Record Research Director for the Interagency Project. Dr. Record, an Associate Professor and Chairman of the Department of Sociology and Social Welfare at Sacramento State College, was selected from among more than one hundred applicants who responded to a nationwide announcement of the opening.

In the screening and evaluation of candidates the Research Advisory Committee and the Project Consultant, Dr. Davis McEntire, played key roles. After a preliminary screening the total number of candidates was reduced to twenty. Further elimination lowered the number to ten and finally to four. It was from these that Dr. Record was chosen, and ultimately appointed.

#### C. Organizing the Research and Evaluation Program

Because of his inability to obtain leave from Sacramento State College immediately, the Research Advisory Committee and the Project Executive Committee, agreed that Dr. Record should work on a consultant basis and assume full-time responsibilities starting February 1, 1963. Beginning on October 24, 1962, Dr. Record





worked an average of one-and-a-half days a week until the end of the year. Because of the relatively short distance from Sacramento and the ease of automobile travel he was able to spend full days on the job and to keep in close touch with developments in the research program. Also, it was possible for him to do some of the planning work, such as drafting a proposed research contract and reviewing vita of prospective agency research staff members while at home. Where advisable the Research Director consulted with the Project Coordinator, members of the Research Advisory Committee, and other project officials by long distance phone.

These arrangements were not altogether satisfactory. However, they were, in the circumstances, the best that could be worked out. They made it possible for the new director to become familiar with the program and to meet key personnel in participating agencies. Also, they enabled him to get acquainted with members of the Research Advisory Committee, with which he held a number of individual conferences, and with members of the Citizens Advisory Committee. Finally, as the remainder of this report will specify, the part-time arrangements with Dr. Record made it possible to get the research program underway.

One important duty assigned the Research Director was that of interviewing prospective research personnel. Dr. Record made his services available in the selection of research staff for the participating agencies. He also conducted interviews with persons who might be asked to serve as Project consultants or to participate in the Program Development Seminar. In all, some fifteen interviews were held and more than two dozen applicant papers were reviewed and evaluated. Follow-up letters were sent to more promising applicants. A file of qualified persons was developed; it will be expanded as applications come in and as recruitment is undertaken, in conformance with program needs. Upon the recommendation of the Research Director, one researcher was hired on a part-time basis and assigned to the Recreation Department. Others were referred to participating agencies where it was thought they might contribute to the research program.

Much of the Research Director's limited time was spent in getting acquainted with the overall program, meeting key personnel in the agencies, and visiting in the Castlemont High School attendance area where the Oakland Interagency Project programs are concentrated. In addition, the Research Director attended a large number of Project committee meetings - Executive Committee, Citizens Advisory Committee, Project Operations Committee, and the Field Liaison Committee. Usually such meetings were followed by consultations with individual agency staff members. Among them were officials of the Bay Area Urban League, Oakland Public Schools, Oakland Recreation Department, Alameda County Health Department, and Associated Agencies.

In these meetings research prospects and procedures were discussed in exploratory ways. Tentative plans were drawn for systematic evaluation of individual agency programs, for example, the Recreation Department's social skills project and the Oakland Public School's remedial reading undertaking. In some cases the Research Director was able to provide direct assistance in securing needed materials and technical assistance for individual agencies as in the case of the Associated Agencies base line research.

The Research Director participated in conferences with the City Attorney and the City Auditor in drawing up a proposed contract with the Survey Research Center at the University of California. Further conferences were held with Dr. Charles Glock, Director of the Center, and with Dr. Robert Mitchell, a member of the Center's Administrative Staff. Negotiations had not been completed at the





time this report was prepared. However, it is anticipated that an agreement will be reached by April, 1963. Under the contract the Project would obtain from the Center a wide range of research services, including research designing, data processing, and community surveys. The Center would share with the Project the right to publish materials growing out of the research for which the Center was primarily responsible.

Establishing relations with agencies not participating in the Oakland Inter-agency Project was another responsibility of the Research Director. Conferences were held with officials of the Building and Housing Department, Department of City Planning, and the Oakland Police Department. Among the private agencies with whose officials discussions were held were the following: Citizens Committee for Urban Renewal, Institute for Local Self-Government, Berkeley Committee on De Facto Segregation. The Pacific School of Religion, which established recently a community research training program, offered its cooperation in the development and exchange of useful sociological data on the Bay Area.

The Research Director handled also a number of requests from interested persons and organizations seeking information about the Project or data on social conditions in Oakland, usually for use in studies or in action programs. Where at all possible data were made available. When this could not be done, the inquirer was referred to other sources. For example, a number of requests came for information concerning counseling programs for minority youth (from the Marin City Project) which were partially filled through the Oakland Interagency Project office.

During November and December work on the preliminaries of two research programs was started. The first one dealt with development of base line data for measurement and evaluation of agency programs. Although operating programs began in early September and that of the Recreation Department even earlier, no usable base line material had been developed. Records of some of the participating agencies proved useful, but it was clear that much more data would be required for a comprehensive gauge of the agency programs. There is the possibility, for example that existing Recreation Department records will be quite useful, but it is also clear that a clearer and much better starting line will have to be developed, and this will require essentially new data.

The second program involved the construction of a socio-economic profile of the Castlemont area, and of particular sections in which intensive Oakland Interagency Project efforts are being made. Secondary sources did, and can in the future, provide useful data from which a skilled sociologist can draw a significant picture and describe the broader social context within which the Oakland Interagency Project programs operate. It was recognized increasingly by agency personnel that the changing character of the castlemont area and the roles being played by newcomers could be fruitfully gauged without more precise knowledge of the historical setting and the broad social context of their specific activities in Castlemont. These projects will be continued and others will be initiated with the availability of additional research personnel and services. As proposals for research are developed they will be referred to the Research Advisory Committee and later to the Project Executive Committee.





#### D. Program Development Seminar

The Program Development Seminar, for which the Research Director is responsible, was introduced through a community workshop program conducted on June 28 - 30, at the Castlemont High School. More than 500 citizens and agency representatives attended the various sessions. Arrangements for the workshop were handled for the Oakland Interagency Project by the Project Coordinator in the absence of a Research Director. The full involvement and cooperation of the Oakland Public Schools was essential to the program's success.

Among the principal speakers were:

Perley F. Ayer, Director of Workshop Project Personnel Training for the Ford Foundation's "Great Cities" Project; Dr. Clarence Senior, member of the Board of Education of the City of New York, Professor of Sociology, Brooklyn College, and a nationally recognized expert on problems of population movement; Mayor Richard C. Lee of New Haven, Connecticut; and Professor J. McVicker Hunt of the University of Illinois, a noted lecturer and consultant in the area of community inter-relations, youth projects, personality development and psychology.

Discussions focussed on such subjects as population movements and problems, city planning and growth, and school and community relations. The principal speeches were taped; later they were edited, reproduced and distributed by the Oakland Public Schools' Project. Dr. Gordon McAndrew served as chairman of the Arrangements Committee.

The Program Development Seminar was recognized as an important part of the overall project. Research planning was influenced in part by estimates of usefulness of research results for agency staffs and important community leaders, who could be drawn into active concern for Castlemont area problems through the Seminar.

Plans for future seminars were discussed with the Project Coordinator and the Executive Committee. However, no proposals for specific programs were developed prior to the end of the year. It is anticipated that as research project results are forthcoming, the Seminar will become one of the principal means for feeding new knowledge back into operating programs. One important development to which the Program Development Seminar can be expected to contribute is the proposed youth employment program. Sufficient data are available to proceed with planning; Project officers have indicated that the youth employment program, which will draw a number of agencies into much closer cooperation, should be given high priority.

In anticipating Program Development Seminar needs, the Research Director compiled a list of persons who might be drawn in as speakers, resource people, or discussion leaders. In addition, he reviewed and classified materials which might be used as basic reading for seminar participants.

#### E. General Considerations

At its September meeting, the Research Advisory Committee, which is composed of a number of outstanding social scientists in the Bay Area, recommended that the Research Director keep a Project Diary in which would be records of his experiences and impressions in the course of his work with the Oakland Interagency Project. This suggestion was followed when the Director began his service in October. In addition, the Director prepared a brief summary of his experiences





with the Project prior to his being formally hired. The Diary seeks to give a participant - observer view of a wide range of happenings; relevance to the research program was and will continue to be the criterion for selection. An effort is made to see that the Research Program is a part of the over-all project and to describe and reflect upon the practical limitations under which it must, of necessity, operate. When additional research programs get underway the Diary will provide a running account of the institutional and political as well as the technical barriers encountered along the road. From it one should be able to construct as well case histories in which the actual origin and fate of specific research proposals are delineated. Quite subjectively, the Diary will describe the rewards and frustrations experienced by an academically oriented sociologist attempting to do both basic and applied research within a municipal bureaucratic structure. Caught between practical men on the Project Executive Committee and scholarly men on the Research Advisory Committee, the Research Director will learn and report how it feels to be at the center of cross pressures from which there is no easy escape.

In an effort, with the full cooperation of the Project Coordinator, the Research Director undertook to expand and strengthen the project's working relations with the academic community and the professional organizations of social scientists. He was elected Vice President of the Central Division of the Pacific Sociological Association and in this role he has suggested that an attempt be made to hold the annual meeting under the sponsorship of the Oakland Interagency Project and that it concentrate on the sociological study of Urban Communities.

The Research Director prepared a paper on sociological theory and the study of municipal bureaucracies which will be presented at the April meeting of the Pacific Sociological Association in Portland. Some of the material used in the paper is based on the Oakland Interagency Project. The Director also prepared materials which will be used in a discussion of sociological versus psychological approaches to social problems at the Los Angeles meeting of the American Sociological Association. The approach of the Oakland Interagency Project is used as a model in this paper.

The Research Director, while on the staff of the Oakland Interagency Project, completed a study of "Intergroup Relations and Problems of Minority Groups in the Bay Area." It will be published in early 1963 by the University of California Press as a part of the Franklin K. Lane Fund series on "The Future of the San Francisco Bay Area." The study was reviewed in early draft form by the Project Coordinator. It uses some materials developed in the Oakland Interagency Project and refers to some of the experimental programs being undertaken by its participating agencies.

It is anticipated that the report of the Research Director for the coming year will be substantially longer than the present one and will provide an account of substantial accomplishments toward realization of the goals established for the research program. The closer and more frequent involvement of the Advisory Committee and the initiation of a series of specific projects, coupled with the strengthening of research ties with the operating agencies, are minimal requirements for an effective joining of inquiry and action in the Oakland Interagency Project.



OAKLAND INTERAGENCY PROJECT  
CITY MANAGER'S OFFICE-RESEARCH, EVALUATION, AND PROGRAM DEVELOPMENT

FINANCIAL STATEMENT

ITEM	BUDGET ALLOCATION	EXPENDITURES TO DEC 31, 1962	EXPENDITURES TO FEB 28, 1963
<u>FORD FOUNDATION CONTRIBUTION:</u>			
<u>Personnel</u>			
Research Director	\$ 14,000.00	\$ 900.00	\$ 2,487.00
Clerk-Secretary	4,500.00	1,352.94	1,744.94
Retirement (12.3%) *	-0-	277.11	520.53
Honoraria and Consultant Fee	<u>9,500.00</u>	<u>5,320.00</u>	<u>5,544.00</u>
Personnel Total	\$ 28,000.00	\$ 7,850.05	\$ 10,296.47
<u>Operations and Maintenance</u>			
Office Expenses	\$ 2,200.00)		
Mileage and Travel	1,600.00)		
Consultant Fees, Leaves of Absence for Seminar Particip- ation, Travel, Supplies, Clerical	26,500.00)	---\$ 3,762.19	\$ 4,794.21
Research Contracts and Agency Research Expenditure	<u>25,000.00)</u>		
Operation & Maintenance Total	\$ <u>55,300.00</u>	\$ <u>3,762.19</u>	\$ <u>4,794.21</u>
Total Foundation Contribution	\$ 83,300.00	\$ 11,612.24	\$ 15,090.68
<u>AGENCY CONTRIBUTION:*</u>			
<u>Operations and Maintenance</u>	\$ -0-	\$ 1,286.93	\$ 1,559.72
Total Agency Contribution	\$ -0-	\$ 1,286.93	\$ 1,559.72
TOTAL-PROJECT RESEARCH	\$ 83,300.00	\$ 12,899.17	\$ 16,650.40

\* Not included in original budget.





## QUARTERLY REPORT

For Period from Oct. 1, 1962 to Dec. 31, 1962

## FINANCIAL

1. Agency Office of the City Manager - Research, Evaluation and Program Development
2. Address City Hall, Oakland, California
3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ 28,000.00	\$ 55,300.00	\$	\$ 83,300.00
2nd year	28,000.00	55,300.00		83,300.00
3rd year	28,000.00	55,300.00		83,300.00
TOTAL FUNDS	\$ 84,000.00	165,900.00		249,900.00

4. Funds Received to Date	<u>21,173.00</u>	<u>57,396.00</u>	<u>4,731.00</u>	<u>83,300.00</u>
5. Expenditures	<u>2,245.28</u>	<u>5,546.45</u>	<u>260.00</u>	<u>8,051.73</u>
6. Unexpended Balance	<u>18,927.72</u>	<u>51,849.55</u>	<u>4,471.00</u>	<u>75,248.27</u>
7. Encumbrances*	<u>7,431.00</u>	<u>1,050.00</u>		<u>8,481.00</u>
8. Unencumbered Balance	<u>11,496.72</u>	<u>50,799.55</u>	<u>4,471.00</u>	<u>66,767.27</u>

## STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	N/A				
Previous Quarter					
Project Total to Date					

20. Percent of Planned Program Completed

15%

# To Mar. 1, 1963- June 30, 1963





## Office of the City Manager

## OAKLAND INTERAGENCY PROJECT

## QUARTERLY REPORT

For Period from July 1, 1962 to Sept. 30, 1962

## FINANCIAL

1. Agency Office of the City Manager - Research, Evaluation and Program Development2. Address City Hall, Oakland, California

3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>28,000.00</u>	\$ <u>55,300.00</u>	\$ <u>          </u>	\$ <u>83,300.00</u>
2nd year	<u>28,000.00</u>	<u>55,300.00</u>	<u>          </u>	<u>83,300.00</u>
3rd year	<u>28,000.00</u>	<u>55,300.00</u>	<u>          </u>	<u>83,300.00</u>
TOTAL FUNDS	\$ <u>84,000.00</u>	<u>165,900.00</u>	<u>          </u>	<u>249,900.00</u>

4. Funds Received to Date	<u>21,173.00</u>	<u>57,396.00</u>	<u>4,731.00</u>	<u>83,300.00</u>
5. Expenditures	<u>588.00</u>	<u>4,246.91</u>	<u>260.00</u>	<u>5,094.91</u>
6. Unexpended Balance	<u>20,585.00</u>	<u>53,149.09</u>	<u>4,471.00</u>	<u>78,205.09</u>
7. Encumbrances*	<u>2,996.05</u>	<u>2,728.63</u>	<u>- - - -</u>	<u>5,724.68</u>
8. Unencumbered Balance	<u>17,588.95</u>	<u>50,420.46</u>	<u>4,471.00</u>	<u>72,480.41</u>

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## STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>N/A</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

10. Percent of Planned Program Completed

7%

\* To Mar. 1, 1963



Office of the City Manager  
Oakland Interagency-Community Project  
QUARTERLY REPORT

For Period from March 1, 1962 to June 30, 1962

FINANCIAL

- 1. Agency Office of the City Manager - Research and Evaluation, and Program Development
- 2. Address City Hall, Oakland, California
- 3. Yearly Commitments by the Foundation:

	Personnel	Operation and Maintenance	Other	Total
1st year	\$ <u>28,000.00</u>	\$ <u>55,300.00</u>	\$ <u>          </u>	\$ <u>83,300.00</u>
2nd year	<u>28,000.00</u>	<u>55,300.00</u>	<u>          </u>	<u>83,300.00</u>
3rd year	<u>28,000.00</u>	<u>55,300.00</u>	<u>          </u>	<u>83,300.00</u>
 TOTAL FUNDS	 \$ <u>84,000.00</u>	 \$ <u>165,900.00</u>	 \$ <u>          </u>	 \$ <u>249,900.00</u>
 4. Funds Received to Date	 <u>3,858.00</u>	 <u>6,053.00</u>	 <u>320.00</u>	 <u>10,231.00</u>
5. Funds Encumbered	<u>0</u>	<u>1,159.72</u>	<u>0</u>	<u>1,159.72</u>
6. Unencumbered Balance	<u>3,858.00</u>	<u>946.68</u>	<u>320.00</u>	<u>5,124.68</u>
7. Expenditures	<u>0</u>	<u>3,946.60</u>	<u>0</u>	<u>3,946.60</u>
8. Unexpended Balance	<u>3,858.00</u>	<u>2,106.40</u>	<u>320.00</u>	<u>6,284.40</u>

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STATISTICAL

9. Number of Clients served:	Children	Adults	Families	Groups	Total
Current Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Previous Quarter	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Project Total to Date	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
10. Percent of Planned Program Completed	<u>5%</u>				



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